

# Gravity

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## Social Entrepreneurship

Transforming Minds, Transforming Lives.

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## MESSAGE FROM DEAN

Dear friends,

Social Entrepreneurship as the term suggests is the function of entrepreneurship in a social/societal context. It refers to a group of persons coming together as an organization that works with opportunities that others normally tend to miss, with the objective of initiating a mass and long term change in a specific social cause or societal variable. While the basic objective of the organization is to mobilize a change in the society and environment for the better, this does not preclude profit making as perhaps a secondary or auxiliary objective.

One of the main reasons that social entrepreneurship is gaining immense traction and widespread popularity is simply because the race for material profits has created a lop-sided sense of balance, relegated morals and ethics to the background and in the process contributed to widespread inequality in the fundamental fabric of human rights. These are precisely the areas that social entrepreneurs work with and much of their work is focused on the progress of mankind on a social scale vis-à-vis economic, societal outlook vis-à-vis locational, environment protection vis-à-vis industrial development and generalized benefits vis-à-vis specific profits. The Grameen Bank, Bangladesh led by Muhammed Yunus is a fitting example and in India too, we have innumerable organisations (most of whom are NGO's and not-for-profit Institutions) that work in a variety of areas and domains but that are united in cause – that of bringing a sea-change in the social and environmental frameworks.

Thus, I am delighted that our students have chosen to focus this issue of Gravity on the broad theme of Social Entrepreneurship. Through their own research, showcases and articles culled from several erudite scholars on the subject matter, team Gravity has put together a veritable reader's feast and my heartiest congratulations are due to them for yet another smashing issue of Gravity!

Best wishes,

Bala



Prof. Bala V Balachandran

*J L Kellogg Distinguished Professor of Accounting & Information Management, Northwestern University, Illinois, USA  
Founder & Dean, Great Lakes Institute of Management*

## MESSAGE FROM EXECUTIVE DIRECTOR

I am delighted to write this message on “Social Entrepreneurship” for this Gravity issue.

Apart from the fact that fostering entrepreneurship is the only way to ensure growth of India coupled with equity, Social Entrepreneurship also brings in the societal angle and perspective to the wealth creation process. We as an institute are committed to entrepreneurship and more so “Social Entrepreneurship”. Great Lakes being a not-for-profit organization is an excellent example of successful social entrepreneurship. Being a B-School, we also see a role for ourselves in terms of doing our own bit to promote social enterprise and social entrepreneurship.

Given all this, it is only appropriate that this Gravity issue is focusing on social entrepreneurship and I am sure that you will enjoy and benefit from the write-ups on this topic.

With warm Regards,  
S.Sriram



Prof. S Sriram

*Executive Director, Great Lakes Institute of Management*

## MESSAGE FROM EDITOR

People say- world is no more black and white! I don't know how much of that holds true about human civilization but when you come to enterprise management and value creation, there has been a great paradigm shift. It is no more 'golden hand principle' or 'ten point agenda' that is guiding our civilization. When we say black and white, we mean setting up enterprises for profits or for social cause. There has been a struggle for quite some time for the common to become uncommon and create enterprises that not only serve the society at large but also well lubricated with the motive of profit. When organizations pursue goals of profit and achieve greater social equity, we create a category of people called social entrepreneurs.

Social enterprises are not of recent origin. The erstwhile developmental organizations played roles of social catalyst and agents of transformations by being outside the ring. They were playing the role of savior as they were backed up by donor agencies and sustainability of these enterprises were based on the continuous flow of capital with no or lesser accountability. But this was not long time ago when the inevitable change happened in the world of entrepreneurship. One of the interesting things to observe with the social entrepreneurs is the clarity of their vision and commitment for the cause. Whether it is Grameen bank or Cemex or the organizations being awarded this year by Economic Times for Social Impact, each one of them have one thing common- the spirit to fight against the odd; fight against the social evil and develop mechanism and methods to bring larger social change through institutionalizing the intervention for change. Some of these sustainable ventures have grown to become world class organizations. These companies have become successful through the process of leveraging- be financial capital or/and indigenous capabilities, government relations, business partnerships and revenue from previously untapped markets. Due to their ability of multiple leveraging, these social entrepreneurs have driven change to incomprehensible level of a common man and have outpaced growth of both some conventional non-governmental organizations and traditional business houses.

Researchers at Harvard Business School have defined these enterprises as 'leveraged non-profit,' 'hybrid nonprofit' and 'social business' model. All of these organizations pursue social or environmental goals that traditional marketers have failed to address, but the methods and means used by them are different. This issue of Gravity discusses challenges and issues related to social entrepreneurship and how they are being addressed by these enterprises. We are also presenting a brief note on the organizations and their work for which they have received 'Social Impact Awards'. Students have presented case studies and articles with in depth analysis of social entrepreneurship and their various facets in building a sustainable and equitable world for the future. At a philosophical level, let us design a world that is more sustainable and based on both economic and social equity for the future generation. Do send in your comments/suggestions on improving the scope and depth of Gravity as a magazine and mouth piece of emerging world.

Happy Reading !



Dr. Tapan K Panda

# THE TIMES OF INDIA Social Impact Awards

Editorial Team





A puzzled silence descended upon the packed audience as 20-year-old Hansa Rathwa walked on to the stage. It was replaced by resounding applause as her story was read out: the 20-year-old daughter of a marginal farmer and labourer, who could barely provide his family with one meal a day, she now works in a BPO, is doing her B.Com, sends half her salary home and

dreams of rising up the corporate ladder. And she was on stage to present the very first TOI Social Impact Award ever given, to the NGO that changed her life: Shroff Foundation Trust.

It was just the first of many lump-in-throat moments in a poignant evening. Every single Award was handed over to the winners by someone who was the direct beneficiary of their work.

The distinguished audience -- which included heavy weight politicians like Kapil Sibal, Ambika Soni, S Jaipal Reddy, Ajay Maken, Srikant Jena and Janardan Dwivedi from the government, and L K Advani, Sushma Swaraj, Ravi Shankar Prasad, Sitaram Yechuri and D Raja from the opposition, Delhi Lieutenant-Governor Tejendra Khanna, and top guns from India Inc like Kumar Mangalam Birla and Shashi Ruia -- was left spell bound.

It's not often that people on diametrically opposite sides of the policy debate find common cause and come to unanimous decisions. But that's exactly what happened on that muggy, rainy, Thursday afternoon in Delhi. Sunita Narain and Jairam Ramesh — who, more often than not, feud publicly over the environmental impact of various mega projects — along with Aruna Roy and Nandan Nilekani, who have major differences over the latter's project to collect biometrics to issue Indians with ID cards, came together with Bihar Chief Minister Nitish Kumar and HDFC chairman Deepak Parekh to select the winners of The Times of India's social impact awards.

Nandan Nilekani was the first to land clutching the dossier with all the entries. Sunita Narain, in a bright red salwarkameez, was next and struck an easy conversation with Kalpana Morparia, head of JP Morgan India which is associated with the awards. And when she saw the seating arrangement, she quipped with a smile, "Aha, I see I am sitting next to JR." Deepak Parekh, who flew down for the jury meet from Mumbai, opted for the relaxed shirt trouser combination like his former corporate colleague Nilekani, while the two netas who followed him into the meeting room, Nitish Kumar and Jairam Ramesh, stuck to the crisp, white cotton kurta-pyjama ensemble of the political class.

Card-holding members of India's ruling and policy elite, the jury members struck up easy conversations as the early birds awaited Aruna Roy, who arrived bang on time at 3 pm, having braved one of Delhi's heaviest spells of rain in over six decades.

The jury members, who had nominated Nitish Kumar as chairman of the panel, then briskly got down to work. Ravi Dhariwal, CEO, Publishing, BCCL, kick-started the proceedings by outlining the process of the awards: How the 1,500 online applications had been whittled down to 109 which were scrutinized by 26 domain experts before being pruned to 38. The

shortlisted candidates were subject to another layer of verification through field visits by TOI journalists.

The jury had obviously done their homework and gone through the hundreds of pages of material marshaled for their reference as became evident when the first category chosen for selection — education — ended up being the most contentious because of the absence of a big, visible player in the field from the corporate sector — the Azim Premji Foundation.

As APF had neither applied for the award nor been nominated, its absence led to a 15-minute debate on whether the selection process in the future should have room for 'recommendations'. In the end, it was decided that the next edition of the awards would make room for a search committee to nominate deserving candidates even if the organization is "too shy" to apply itself.

Many corporate candidates across categories found themselves not making the cut simply because the work was seen as "too new" and not having a long track record. Expectedly Sunita Narain, Aruna Roy and Jairam Ramesh knew a lot about the work of various NGOs in the countryside. They knew which projects worked well where, why and how similar stuff had failed in other environments. Special mention was made of candidates like BAIF Development Research which works in "difficult areas of India" like the Naxal hotbed of Gadchiroli.

They debated if government officers should be awarded for simply doing their work. Other topics of debate were whether the work by a bureaucrat, however stellar, would survive his transfer; whether the award is for an organization or for a particular project of an organization in a particular place, and whether a social impact award should recognize work that is really impactful but has touched limited number of people.

A short tea break over mini-idlis and cheese chili toast and a photo session later, it was back to work and the lifetime contribution award went to Pune's Baba Adhav after a passionate advocacy of his work by Aruna Roy. Association for India's Development won the international contribution to India.

Closing remarks had Nitish Kumar advocate a twin-track approach: A search committee of experts and application by deserving candidates. Some serious schmoozing later, the jury members departed with the satisfaction of a job well done.



The winners among the various categories are

## EDUCATION

This year's winner of the social impacts awards in the education category is the Vikram A Sarabhai community science centre. Primarily operating in the state of Gujarat, this centre has focussed on promotion of scientific knowledge and temper among the masses. The strategy they have adopted is two pronged and targeted at two related segments: students and teachers. Although students are the primary target audience, the Vikram Sarabhai centre also focuses on capacity development through teacher training development programs.

### *The establishment*

Established in 1966 by the eminent Indian physicist Dr. Vikram Sarabhai, VASCS has been working towards advancing the cause of science over the past five decades. Located in Ahmedabad, the centre is home to several exhibits and science laboratories that give hands on experience of science to all visitors. The quadrangle is the heart of the centre and is host to a number of interactive exhibits, an aquarium and an aviary. Visitors to the centre move about, trying out the various exhibits and taking in information about various birds and fishes. Separate laboratories for physics, chemistry, biology and computer science are also part of the campus. For the bookworms there is a library and for the young ones there is the science playground.

### *Science outreach programs*

But the most important work done by the centre is their outreach program, which reaches out to the general public via workshops. Their approach uniquely combines informal and formal techniques to ensure students understand science and mathematics better. They have pioneered several concepts in India and have performed interesting and innovative science based programmes for children, teachers and parents. Some of their efforts include annual and summer programmes for the students in all streams of science, such as Saturday Science Forum, Science Hands-on, Model Rocketry, Explore the World of Electronics, Hobby Workshops, Summer Programmes, Computer Training, Maths is Fun, Maths Olympiad, Nature Trips, Knowing Human Body etc. The Centre has also conducted advanced B.Sc programmes in Physics and Mathematics for undergraduates.

Their outreach program also focuses on capacity building through teachers' training workshops held in different

schools and institutions on science and math. The centre has also helped establish laboratories and other facilities in schools. They have working relationships with premier research organizations such as ISRO and DST. The centre has expertise in conducting exhibitions and their most recent effort was in collaboration with Max Planck society Germany, an exhibition attended by over 6.3 million visitors, mostly students.

### *Impact*

In addition to all these activities the centre has multiple competencies, such as capability of developing kits and programs, publishing of books and incubation system for developing new techniques and equipment to propagate science. The Vikram A Sarabhai community science centre has had a huge impact on popularising scientific knowledge and temper among the masses, as attested to by a single statistic: the number of people who have been directly reached out to in the 2010-2011 period alone is 1,293,226.

## LIVELIHOOD GENERATION

This year Shroff Foundation Trust based out of Gujrat has won the award for the category of Livelihood generation. It was awarded for the outstanding work in watershed development, improved agri-practices, healths services and BPO training especially in the tribal area of Chhota Udaipur in Oct 2011.

### *At the beginning*

The Shroff Trust Foundation (SFT) was started in year 1986 by late Shri Govindji Shroff in Vadodara district of Gujarat. For the past 25 years, they have been working closely with the rural population in improving their lives by providing livelihood, vocational training and expert guidance. SFT touches the lives of people in 412 villages through various programs such as tribal development, rainwater harvesting, provision of safe drinking water, widow economic resettlement, healthcare, training programs for tribal youth and resource management schemes like watershed development.

### *Welfare schemes*

In the tribal development programs known as Samarth , they form Self Help Groups to train the tribal people . The aim is to make make them self-sufficient , thereby enhancing the village economy.

Watershed development and rain water harvesting programs were introduced in Chhota Udaipur area in 1995, in order to facilitate water conservation and improve irrigation facilities for farmers. SFT has been implementing these programs with the support of District Watershed development unit and this has helped increase the water table level in the wells in these villages.

Under the Rashtriya Krushi Vikas Yojana (RKVY), STF established Agri-resource centre in Chhota Udaipur. The centre made availability of farm equipment to farmers and also supported farmers to adopt improved agricultural practices.

STF also conducts various initiatives and activities in developing the health of the rural and tribal population. Programs like Jivan Jyothi aims at filling up gaps in medical services provided by government by building linkages with various medical centres for diagnosis and treatment purposes.

#### *Stories of transformation and success*

Chhota Udaipur is an example of the remarkable work done by STF in transforming the lives of people. Be it the story of Jaganbhai who helped the old people of the village secure their old age pensions or Durssingbhai who with the help of STF led the digging of a group well for farmers, thereby benefiting himself and 10 other farmers, each and every one of these stories is a source of inspiration as to what miracles people can do when they work together as a community. STF also implemented WADI program in Chhota Udaipur three years ago to benefit 222 farmers with the aim of reaching out to farmers on the best practices of agriculture and horticulture. The project had reaped rich benefits for the farmers as they have started earning Rs 25,500/- as compared to Rs. 12000/- that they earned earlier.

When it comes to irrigation, Indian villages suffer from the demand supply gap. Mostly it is the rural women and children who face the brunt of water shortage as they need to seek water. Safe drinking water was always a shortage until SFT intervened to develop water distribution system in 127 villages in Vadodara.

Under the tribal youth skill development and training program, STF established a BPO training program in Chhota Udaipur which was first of its kind. The goal was to double the income of the tribal youth by providing them skilled training. The result of the training was that for the first

time 104 trainees of the 168 were selected for placement conducted by Aditya Brila Minacs at Chhota Udaipur BPO center.

As a part of Livelihood Enhancement program, STF adopted a project which facilitated promotion and assistance to SHGs to be self sufficient by developing income generation activities. They have formed nearly 78 SHGs and assisted 28 groups in developing their business plans.

Truly STF has touched and impacted the villages. As in the words of the chairman of STF, "STF has been working quietly for last 25 years in different localities with multidimensional activities, very successfully demonstrating how Gandhiji's message of Hind Swaraj can spread not only across India but a major part of the world".

## HEALTHCARE

'Comprehensive Rural Health Project' was honoured in the 'NGO' category of the 'Health' sphere.

#### *The CRHP*

'Comprehensive Rural Health Project' (CRHP) based in Jamkhed, Maharashtra was founded in 1970 by Dr. Raj and Dr. Mabelle Arole with the aim of providing healthcare to the underprivileged. CRHP is driven by the dream of creating communities comprising of families that lead healthy and fulfilling lives. CRHP aids the underprivileged by honing the ability of communities to gain access to development and to release themselves from the shackles of stigma, poverty and disease. Their focus areas were education, nutrition, water quality, sanitation, and health care services.

#### *Inception*

When two highly qualified doctors took a vow to dedicate their lives to serve the underprivileged by improving their lifestyle and healthcare facilities, they had to get past the suspicion of rich politicians and landlords. Their progress was indeed hindered by water shortages and frequent droughts. However, their ultimate goal of empowering people, especially women, the poor and marginalized, through mobilization, health education and value-based training of health workers and community groups kept them going against all odds.

### *Baby steps*

Having heard of the noble motives behind the mission, the people of Jamkhed themselves extended an invitation to the doctors. They donated land, extended labor and also agreed to the terms and conditions. The common theme in all CRHP community work was 'ownership'. As fruits of the collective empowerment began to show, the most dramatic changes began to take place within the first five years of the project's existence. As a culmination of recognition of their efforts, Dr Raj and Mabelle Arole were declared winners of Magsasay Award in 1979.

### *The Jamkhed Model*

By offering primary community – based healthcare dubbed 'the Jamkhed Model', CRHP played a pivotal role in developing rural Indian healthcare and also emulated the same in other parts of the world. This was achieved by adopting a three-tier approach for providing health and development services:

- First level involved working with individual families at the village level to promote healthcare and socio- economic development by implementing community-based programs such as health education, prenatal care, immunization and nutritional programs.
- Second level involved CRHP's Mobile Health Team (MHT), comprising a nurse, social worker, paramedical workers and a doctor who connected the village project to the center at Jamkhed in order to provide periodic support and monitor project progress.
- Third level involved the hospital and training center located at Jamkhed.

This model has been recognized by the UNICEF and the WHO. As an implication of this, it has been implemented in 178 countries across the world. Every year, CRHP proves beneficial for a number of people, impacting 500000 Indians directly and over a 1000000 Indians indirectly through their several activities.

### *Training*

Utilizing healthcare to break the cycle of poverty, this community - based approach has worked wonders. The Jamkhed Institute for Training and Research started functioning in 1994. Since then, it has trained over 22,000 local and 2,700 international representatives from NGOs,

governments and healthcare professionals in the Jamkhed Model. These representatives include a wide range of people from workers, doctors, nurses, government workers, administrators to students.

### *The journey*

The organization was constantly motivated from within and hence the impact was also sustained. It was identified that most areas that required intervention had quite apparent root causes and immediate action were taken. The evident root causes identified were poverty, malnutrition, poor sanitation and water quality, lack of education, caste discrimination and social/physical violence against women.

Correspondingly, the predominant areas that CRHP has been working on include public health education, cataract surgeries, prosthetics/calipers/wheelchair provision, adolescent/maternal health & nutrition, neo-natal/early child healthcare and nutrition, medical education & training, hospitals and medical treatment.

### *Transformational Impact*

CRHP has transformed the rural public health infrastructure scenario. Though the most dramatic changes began to take place within the first five years of the project's existence, Jamkhed is now a busy town with a population of over 40,000. There was tangible reduction in the infant mortality rate (IMR) and crude birth rate (CBR) as against the national average. Some of the latest community group programs launched include:

- Adolescent Girls Program (AGP)
- Child Development Program
- Appropriate Technology Initiative
- Farming and Sanitation Program

The initial coverage of CRHP was limited to eight villages and a population of 10,000 villagers and today, it serves more than 300 villages and a population of 500,000 people.

Every story that was read out that day was a stirring tale of hope, an inspiring case study about the power of positivity, a reminder that while the media may focus only on the large cities, very often the best of India can be found in the rest of India.

# THE WAY OF THE SUN



Ravisekhar.S



'Solar power for the rural poor' - this is the mission of Selco, a rural sustainable energy company, based in Karnataka. Selco provides solar powered lanterns to villages that do not have electricity. They utilize microcredit institutions to facilitate the purchase of these lanterns. It has an installed base of over 125,000 units and 25 sales cum service outlets all over Karnataka. Its founder, Dr Harish Hande was conferred the Ramon Magsaysay award, also known as the Asian Nobel prize, this year. Dr.Hande's remarkable journey from the origins of Selco and the various obstacles that he had to overcome in establishing his business model is an inspiring and instructive narrative for everyone.

After completing his Doctorate in Energy Engineering from The University of Massachusetts, he returned to India in 1994. Having studied rural electrification projects in Sri Lanka, India and the Dominican Republic, he was convinced of the viability of solar power for rural markets. With \$300 (about Rs.15,000) remaining from his scholarship, he procured and installed his first solar home lighting system. Being fluent in both Kannada and Oriya, he wanted to begin work in one of these states. Karnataka has large network of financial institutes in rural areas and being his hometown, he counted on the support of his relatives and therefore, he commenced operations in Bangalore in 1995.

From the beginning, Selco's mission has been to provide 'reliable energy service at the doorstep of the underserved' in the words of Dr.Hande. At the core of this mission is his belief that sustainable lighting could enhance the productivity and hence the life of the rural poor. He illustrates this point in one of his interviews by citing the case of a tribal family that rolled bidis by candlelight. When contacted about the possibility of using solar lighting, they not only wanted to take up this offer as they could earn more by weaving baskets than rolling beedis but they were also willing to pay for the loan at the rate of Rs 5 per day.

Selco sells the solar lanterns to their rural customers; however they cannot afford to purchase it outright. Directly approaching a bank for credit does not work, as banks demand a 10 to 15% down payment on the loan. Therefore, Selco places the down payment as guarantee on behalf of their customers and supplies the lanterns, after which the customers pay back the loan directly to the bank.

**What is the secret behind Selco's business model? Dr.Hande's take on this venture is that they learnt the needs of their target customers and created products that matched that need. Then they took a long, hard look at the entire value chain and identified weak links. He says that strengthening the weak links can deliver enormous value.**

One of the first hurdles that Selco faced was the availability of trained technicians to do the installations. Dr.Hande approached TV repair technicians in rural areas and introduced the product to them. They in turn gauged the demand for the product by taking it to their relatives who had no electricity. Understanding that there was demand for such a product they teamed up with Selco.

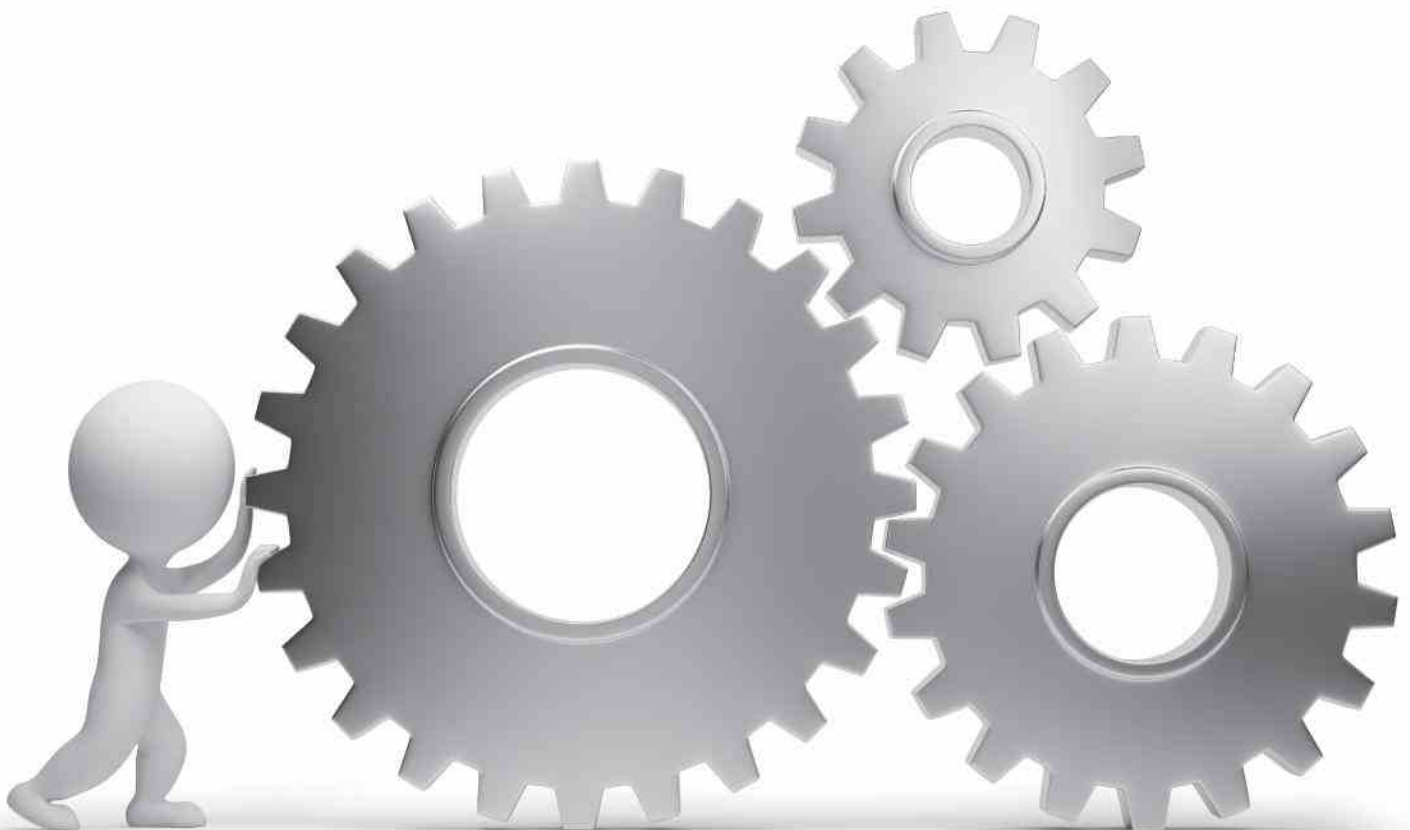
Getting banks to finance the buying of these solar lanterns was the next major challenge. The first breakthrough was in 1996 with Malaprabha Grameen Bank, which offered a loan for installing 100 units. Using this loan award, Selco was able to facilitate loans from other banks to their customers to finance the business.

15 years later Selco is not only a pioneer in sustainable energy initiatives, but also a successful energy provider for the rural markets. They have expanded their footprint to cover Gujarat and have extended their offerings to include solar power water heaters. From their small beginnings in Karnataka they have become a source of rural electrification and the subsequent improvement in the productivity and lives of the rural customers. They owe their success in large part to identifying the right model, but more importantly implementing it.

# PROMOTING SOCIAL ENTREPRENEURS FOR INCLUSIVE DEVELOPMENT



*Divyamaan Srivastava*



To what is considered as a new buzz word, social entrepreneurship has been there since the early seventies. Social entrepreneurs have been revolutionizing the less privileged sections of the society by providing them employment and at the same time creating a profitable organization. However the nation and its policy makers are slowly realizing their importance and paucity because of various economic factors.

Prior to the last two decades the bottom of the pyramid of the Indian population was a cause of a major portion of the economic subsidies that the government has been giving to safeguard their interests. As the economy is opening up, the nation is getting exposed to the global market, fast growth rate, and high inflation. Subsidizing the underprivileged and opening the economy at the same time is an unsustainable model, hence for making India a sustainable growth model we need a self-sufficient semi urban and rural population. During the past decade NGOs have suddenly come to the fore to uplift the bottom of the pyramid and address their various needs. However, with paucity of funds and dependence on grants the NGO growth model has taken a hit. Hence the need for social entrepreneurs to create profitable business model has become imperative.

India had its first such model in form of 'Self-Employed Women's Association' (SEWA) in the year 1972 which provided financial, health, insurance, legal, childcare, vocational and educational services to poor self-employed women. Other such successful attempts are Narayan Hospital India, Child line, Arvind Eye Hospital, Lijjat Papad, Selco Solar India and SKS Microfinance. They are all commercially viable model which are catching the world's eye.

It's time that the government changes its stance from a subsidy provider to a protector which safeguards the interests of these entrepreneurs. The government should recognize, guide and insure investments to promote more social entrepreneurial ventures in the nation. It needs to give tax benefits and provide financial aids to such institutions making the idea more approachable and to some extent lucrative. The article provides five such important steps which the government needs to ponder to come up with more self-sustaining social entrepreneurial models.

- **Monetary Support:** Apart from the financial assistance in the form of loan from nationalized banks, the government needs to support the equity owner. The government should safeguard the investors as it is a risk intensive investment. It could guarantee a 40-50% return hence reduce the risk so that more and more invest.

The government can also provide tax breaks to investors, just as it provides to the investors of

government bonds. The returns reaped in the form of dividends can also be kept out of the purview of taxes. This would again help in capital inflow.

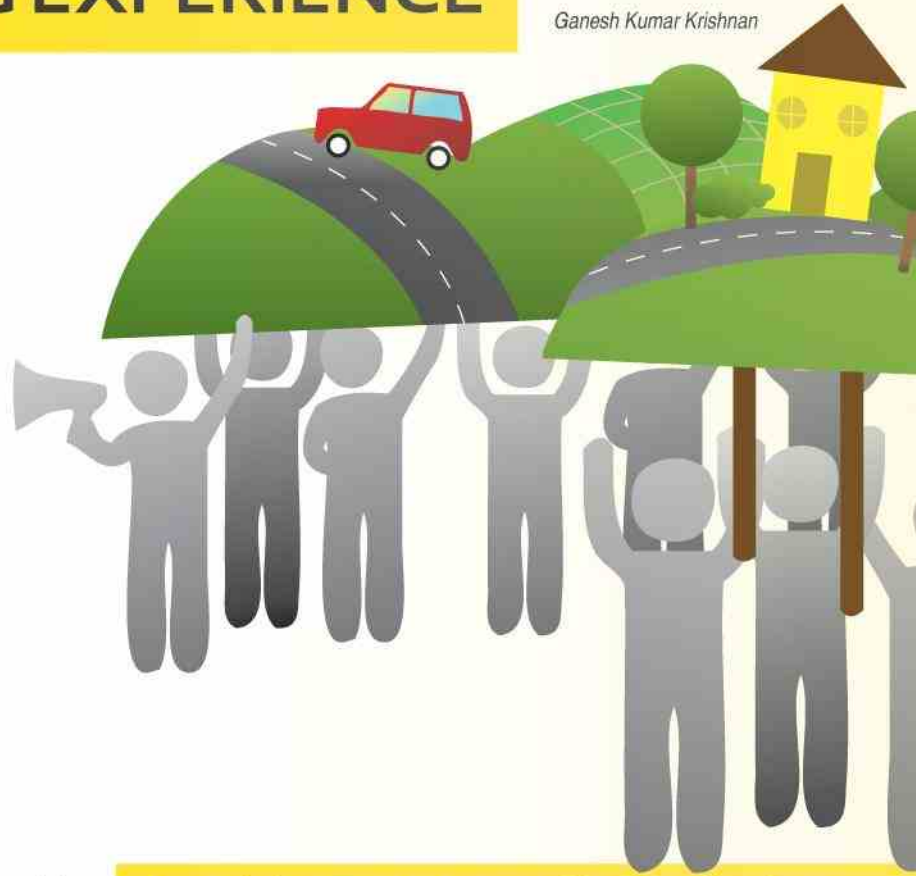
- **Incubator:** The government supplants institutes like the IIMs and the IITs with tax payer's money. Such reputed institutes run their own incubator, wherein they would model amateur business plan and provide them with funds via angel investors. The government can give them a quota of social entrepreneurial ventures per institute to be remodeled and supplanted with funds. The credibility of the institutes would further enhance their chances of getting funds.
- **Technology:** The government needs to set up institutes which specialize in developing technologies specific to certain industry working at the macro level. Such institutes should not be functioning in isolation but should work in tandem with such entrepreneurial attempts. These institutes can adapt technologies from the developed world to the Indian rural context and then leverage it to these entrepreneurs.
- **Government Schemes:** The government's schemes like the NREGA or PradhanMantri Gram SadakYojna needs to coordinate with macro level initiatives. For instance NREGA provided employment to rural population; instead of confining it to just employment, such schemes can be leveraged to provide cheap labors to these social entrepreneurs who would need them.
- **Recognition:** Exemplary efforts should be applauded. The state should felicitate social entrepreneur with civilian honors (e.g. Padma Shri, Padma Vibhushan).

For implementing any of these five steps, the government first needs to identify business models which actually believe in social cause and not working for mere profits and using the tag 'social entrepreneurship' as a pseudo motive. For ensuring inclusiveness, the government also needs to take into account how these institutions have contributed towards uplifting the under privileged. The challenges posed in promoting such initiatives might seem to deter a few. However, given the right support and encouragement, these will be a sure way to sustenance and development.

# SOCIAL ENTREPRENEURSHIP AN ENRICHING EXPERIENCE



Ganesh Kumar Krishnan



Social entrepreneurship is a process for bringing a social change. A social entrepreneur identifies social issues and works towards solving those issues. When socially responsible citizens become entrepreneurs and serve the society, they become a social entrepreneur.

India is seen as an emerging power on one hand but on the other hand a large section of Indian population still grapples with poverty, unemployment and lack of basic amenities. There has been an increasing need for at least the basic amenities like food, clothing and shelter in the majority of villages. With the government's inability to reach its schemes to these people, NGOs were seen as the light at the end of the tunnel. NGOs did thrive for a brief period helping the needy and the less fortunate people. However NGOs had their own limitations like lack of funding. They had to depend on corporates for funds and they did not have enough to bring about a huge social change. This is when the role of a social entrepreneur comes into play

**A social entrepreneur unlike the business entrepreneur does not have the primary objective of earning profits; he or she rather intends to bring a positive change in the society. There is a primary difference between the NGOs and the social enterprises. While a NGO believes in bringing immediate change through providing funds, offering clothing, and shelter etc., a social enterprise works towards a bigger goal - the goal of providing a long term and permanent change towards improving the society. A social entrepreneur identifies key issues and problems faced by a society and works towards finding a permanent solution to the problem. Added to that, he encourages and convinces the society to adopt the change and solution for the betterment of the society.**





In India, there are a few prominent social entrepreneurs such as Dr. Govindappa Venkataswamy and Thulasiraj D Ravilla who started Aravind Eye Hospital. They have been successful in providing effective eye care to the poor without charging them for the treatment. Another prominent social entrepreneur is Vijay Mahajan who started BASIX (Bhartiya Samruddhi Investments & Consulting Services) which is the first microfinance project to lend money to the poor. There are others like Venkat Krishnan who quit his well-paying job to start a company GiveIndia which works with other organizations for child welfare and environment protection. For a developing country like India, more social entrepreneurs are needed in order to bring about a positive change and revolutionize the society. Although one cannot pinpoint the actual reason that encourages the social entrepreneur to keep going, it could be attributed to emotional fulfillment and the belief that through them India could one day become a developed and well sustained country! Very few management colleges in India inculcate a sense of social responsibility among students. One among them is Great Lakes Institute of Management. Through its Karma Yoga project, students are involved in bringing about a change in its nearby

villages. These students work as a team towards identifying issues in these villages and bring about positive permanent changes. It is a two-way traffic, in the sense that while a positive change is brought about in these villages, the students get a sense of fulfillment and also helps them be successful managers in the future. Many of them go ahead and become a social entrepreneur. A social entrepreneur is thus an active, socially conscious individual who wants to build a better tomorrow and social entrepreneurship is a fulfilling and enriching experience.

# INCLUSIVENESS

- HOW DO WE GO ABOUT IT???

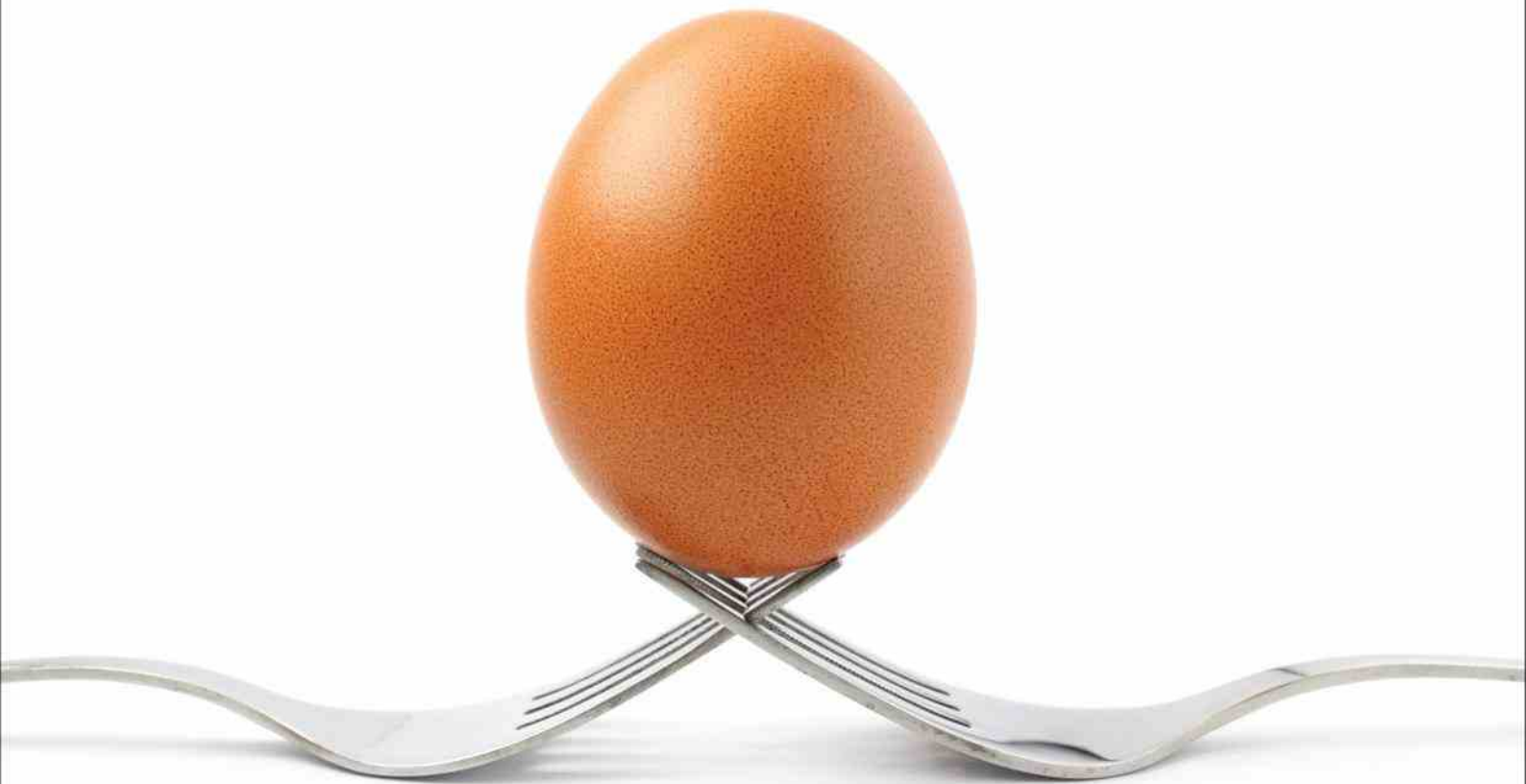
AN ANALYSIS OF THE  
VARIOUS MODELS IN INDIA



Siddharth Yadav



A. Shoibur Rahman



Inclusive marketing is an approach where a certain section of the society is treated not only as a consumer but also as a producer and a supplier. It becomes even more critical in a country like India where the gap between the rich and the poor has been widening post liberalization since 1991.

For every millionaire, India has about 7000 impoverished people. Also an interesting fact to notice is that the total millionaires in India is growing at approximately 23% and is nearly 153000 who nearly are responsible for 1/3 of country's GDP.

So it becomes absolutely necessary to concentrate on specific inclusive marketing models for a country like India. This article throws light on some of the existing models presently used in the country and how successful it really has been to cater to the needs of the Indian Bottom of Pyramid (BOP) population.

Another fascinating aspect that has caught the attention of majority of the business across India is the demographic situation in India. With over 70% of population in rural India and the vast majority of the market being largely untapped, businesses across the nation is shifting their focus to utilize this opportunity especially considering the fact that some of their business in urban population is saturating. This has brought about the concept of inclusive marketing, whereby businesses try to penetrate into India's rural population to sell their products.

Inclusive marketing by firms need to accept the fact of diversifying in their business. At the same time, it really is essential to be adhering to their values, principles, vision and mission. This makes an inclusive marketing model really successful. There have been 3 major inclusive marketing models which have really empowered the poor to a great extent. They are

1. Public Private Partnership Models (PPP Models)
2. Microfinance/Microenterprise Models
3. Collective/ Co-operative Marketing Models

Some of India's biggest enterprises have adopted this as a part of their corporate responsibilities. Apart from empowerment of the poor, it provides the companies a platform to sell their products in rural India which is presently a large untapped market. Let us further look into these models and understand how these are effectively utilized by some of the biggest FMCG majors of the country.

#### **PUBLIC PRIVATE PARTNERSHIP (PPP) MODELS**

This model concentrates on the community welfare as a whole. This partnership is achieved through a formal or an informal understanding among public and private enterprises. They contribute to decision making, planning, and resources to share associated benefits and risks. A typical PPP model is shown below.



*Public Private Partnership Model*

## BENEFITS OF THE MODEL

- Improved quality of life of people
- The private sector achieves penetration into the rural market.

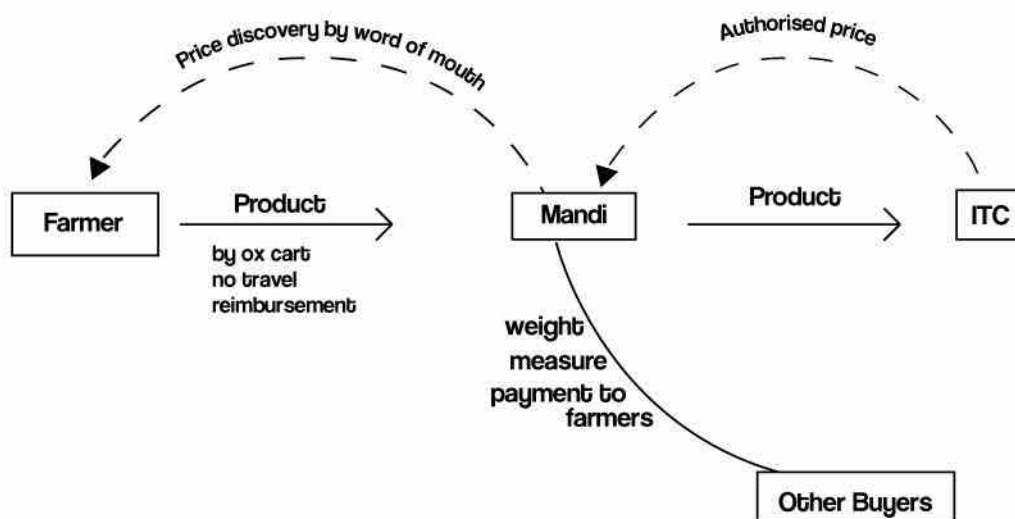
## PPP MODEL: A WINNING STORY-ITC E CHOUPAL

The e choupal is a unique system developed in India delivering the same benefits as vertical integration does in mature agricultural economies like the USA. This system is developed to increase the productivity of agriculture in India, which is currently afflicted by an over dependence on monsoons, weak infrastructure and unfair pricing. The system benefits the farmers and increases the rural income, which in turn increases the demand for industrial goods, thereby creating another virtuous cycle propelling the economy into a higher growth trajectory.

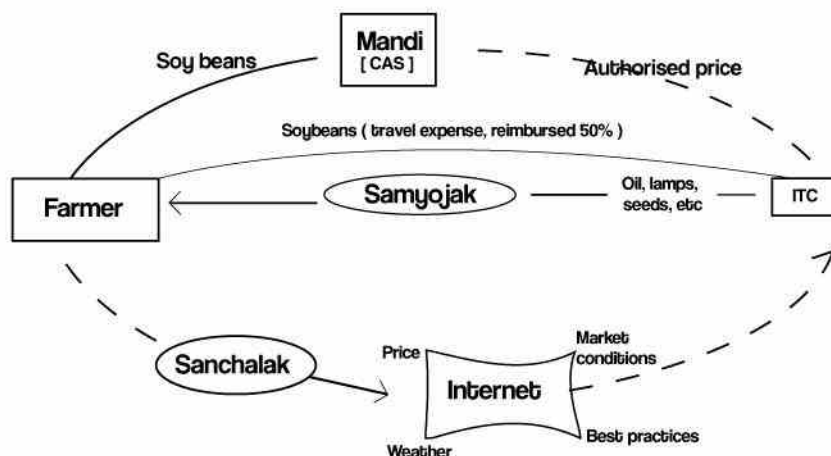
Appreciating the imperative of intermediaries in the Indian context, 'e-Choupal', leverages information technology to virtually cluster all the value chain participants.

'e-Choupal' makes use of the physical transmission capabilities of current intermediaries while dis-intermediating them from the chain of information flow and market signals

### OLD SUPPLY CHAIN & INFORMATION FLOW

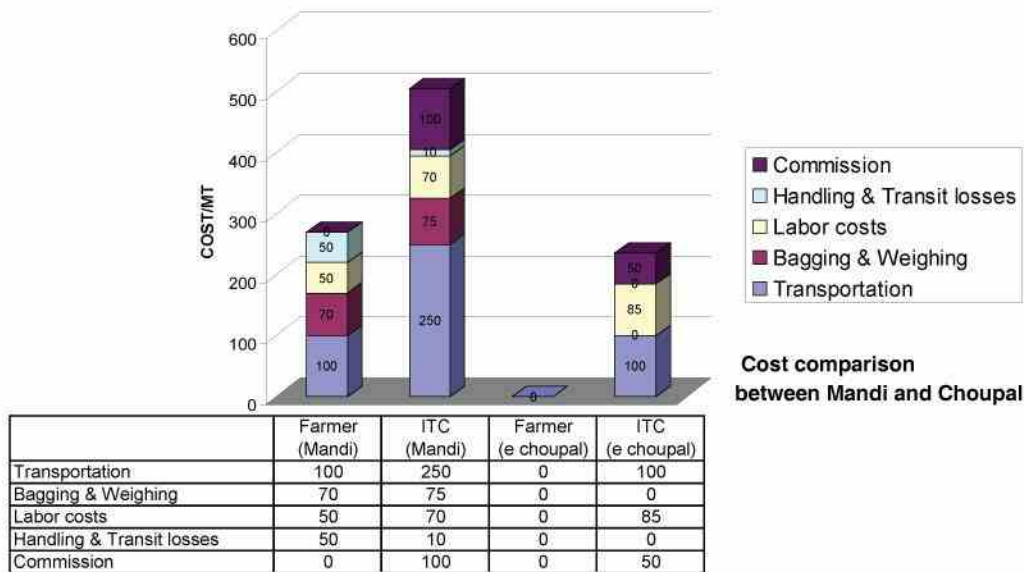


### NEW SUPPLY CHAIN & INFORMATION FLOW



The above figures show the operation process of a regular mandi in comparison with the e choupal facility.

The cost benefits associated with this e choupal model is shown below.



Based on these one can see that the farmer and ITC are mutually benefitted.

#### THE GAINS TO THE FARMER ARE:

- Improved pricing details available to the farmer
- No transportation cost for the farmer
- No Baggage costs to the farmer
- Transactional and weighing efficiency increases.

#### THE GAINS TO THE ITC ARE:

- The commission paid to the intermediaries becomes lesser (0.5%) as it directly involves the farmers
- Direct reimbursement of the transportation costs also reduces the total cost of ITC
- Supply security from farmers to ITC

Thus we can see here that the e-choupal is a mutually beneficial model that not only empowers the poor, but it also works for ITC in leveraging their presence in rural markets by sustaining long term partnerships and at the same time reducing their transactional costs.

**“Presently ITC operates nearly in 10 states covering over 40000 villages and empowering 4million farmers across the country”**

#### MICRO FINANCE / MICRO ENTERPRISE MODEL

Micro financing, which was originally started by the Nobel Laureate Mohammed Yunus in Bangladesh, was fervently adopted in India. India presently has 7million Self Help Groups (SHG's) and is expected to increase

to nearly 15million over the next 5years. Presently the SHG groups are happy with the microfinancing solutions to get their basic needs satisfied.

For example, in our interaction with some SHGs in a small village near Chennai, all the groups stated that they get the money from the banks and just lend it among members of their group for a higher interest rate and increase their capital based on the interest rates. This gives us an insight into the actual ground realities of microfinance crisis.

It needs to be understood that microfinance is not the solution to abolish poverty in the country. It is high time that people realize this and shift from microfinance to microenterprise model. This is where some of the companies in the country are pitching in and presenting them with their own microenterprise models.



*Micro Finance/ Micro Enterprise Model*

Rural India comprises of 70% of India's population. Government initiatives like NREGA (National Rural Employment Guarantee Act), increased MSP (Minimum Support Price) etc have helped to bridge the income disparities between rural and urban population.

HUL has come up with a project called Shakti which was initiated in 2001 for increasing HUL's distribution in rural India besides empowering rural women by providing them with income-generating opportunities.

This could be termed as a concept where business goals assist in achieving social goal which eventually helps HUL to earn goodwill and have a positive impact on consumers mind.

In project Shakti a member from the Self-help group (SHG) is selected, who is referred as "Shakti Amma" is trained in selling goods directly to consumers or retailers in the village. Generally each Shakti Amma is expected to invest Rs.20,000 which she arranges through micro-finance institutions or from her own savings. Then she is expected to serve 6-10 villages having population of 1000 to 2000 each. Shakti Ammas are given HUL products on a 'cash and carry basis.' On an average Shakti Ammas makes a margin of 10% from the sales of the product.

Another initiative Shakti Vani, assists Project Shakti in the training programme. In this programme trained communicators visit villages for educating people on sanitation, good hygiene practices and women empowerment. This concept also helps in increasing the sales of HUL's product, as Shakti Ammas are generally present in these events which help her bond well with the villagers.

In 2003 HUL launched an Internet-based rural information service, called I-Shakti, in Andhra Pradesh, in association with the Andhra Pradesh Government's Rajiv Internet Village Programme. I-Shakti was launched for providing information in fields of education, agriculture, vocational training, health etc. It is also expected to boost sales for HUL by strengthening relations of Shakti Ammas and customers as I-Shakti was run by Shakti Ammas.

#### **BENEFITS OF THE MODEL:**

- Shakti Ammas are able to reach far flung areas, which were traditionally beyond the reach of the company due to economic factors.
- Women empowerment by creating earning opportunities for them.
- Overall development of villagers by programmes like

Shakti-Vani,, I-Shakti which complement Project Shakti

- Awareness level for rural population is enhanced.
- Better access to rural markets which has been traditionally untapped

According to reports, HUL is expected to reach 6million homes by end of 2010. This number has not been verified by HUL so far. HUL has established the rural distribution network which even larger FMCG firms find difficult to deal with. Certainly HUL could prove as a winner in the long run.

#### **COLLECTIVE / COOPERATIVE MARKETING MODEL**

One big source of empowerment for the people in rural India is all about making sure that something fills their pockets of insufficiency. In India where more than 80% of its farmers are small and marginal, it becomes a necessary to keep them interested and motivated. This need brought about the concept of collective marketing. The model of collective marketing is as shown below.



*Collective/Cooperative Marketing Model*

## BENEFITS:

- Small farmers can reap benefits of economies of scale which was otherwise absent to them
- Value chains can be streamlined and intermediaries can be avoided and the products can be directly traded through the cooperative
- This direct trading also prevents exploitation of small farmers
- The cooperative also benefits in a way that there is no direct competition between different cooperatives.

## COLLECTIVE COOPERATIVE MARKETING-AMUL-A WINNING STORY

The Gujarat Cooperative Milk Marketing Federation Ltd, Anand (GCMMF) is the largest food products marketing organization of India. This society now better known as AMUL resulted in a whole transformation of India resulting in the White Revolution. AMUL has a 3 tier business model. This is shown in the figure below.



AMUL 3 Tier model

The different tiers of the model serve different purposes. While the village dairy cooperative society is managed by the local village milk producers, the district milk producers union assists them in transportation and input services like veterinary care, artificial insemination and sells liquid milk within the state. The State Cooperative Milk Federation goes one step ahead and supervises the whole model. It is responsible for proper supply chain management and capacity determination along with providing appropriate value to the existing surplus and shortages in some milk unions.

## BENEFITS OF THE MODEL

Over the last five and a half decades, Dairy Cooperatives in Gujarat have created an economic network that links more than 2.8 million village milk producers with millions

of consumers in India and abroad through a cooperative system that includes 13,141 Village Dairy Cooperative Societies (VDCS) at the village level, affiliated to 13 District Cooperative Milk Producers' Unions at the district level and GCMMF at the state level. These cooperatives collect on an average 7.5 million litres of milk per day from their producer members, more than 70% of whom are small, marginal farmers and landless laborers and include a sizeable population of tribal folk and people belonging to the scheduled castes.

AMUL has brought about significant change to the rural India. AMUL cannot be viewed simply as a business entity. While in majority of the cases, the profits generated gets distributed to the stakeholder. In this unique AMUL model the surplus is ploughed back to farmers through the district unions as well as the village societies. This circulation benefits the farmer to a great extent but what is worthy to be noted in this case is that since it is pumped into the system, the whole cooperative society gets a boost in terms of the overall capital strength required. Today AMUL is one of the largest producers of milk and milk products in the world, owing to its collective and cooperative marketing.

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# SOCIAL ENTREPRENEURSHIP A BRIEF OVERVIEW



Satyaki Das





Google “Social Entrepreneurship” and almost all hits that you receive would inevitably start with a mention of Nobel Prize Winner Dr. Mohammad Yunus. At risk of repeating several others before me, let me recap who Dr. Yunus is.

Dr. Yunus is the founder of the Grameen Bank, which, unlike other banks, has a niche target segment – the base of the pyramid, the poor who don't have any collateral to offer. Under the Grameen Bank scheme they are provided “microcredit” in order to help them become independent by investing in any ventures they might want to start. This is too brief an introduction for someone like Dr. Yunus, but then, the aim of this article is to focus on social entrepreneurship.

Though Dr. Yunus' Nobel prize was instrumental in bringing the concept of social entrepreneurship into the limelight, the concept of engineering social good via entrepreneurship has been floating around for quite a while. Social entrepreneurship, in contrast to business entrepreneurs, seeks to work for the betterment of society – this is not to say that business entrepreneurship, with its core ideology of generating profit, is bad – the two concepts just have different ends in mind. A business venture is just that – an attempt to generate profit. A non-profit on the other hand, attempts to do social good, but is dependent on external support for its functioning- i.e. it diverts resources from one source to another in its attempt to do welfare but makes no attempt to be self-sufficient. Also, business entrepreneurship seeks to exploit need for something to its advantage and in contrast a non-profit tries to assuage need by addressing the need but not providing a solution for the same. Social entrepreneur overcomes both approaches by actually trying to provide solutions to social issues over the long term.

In fact, one can call social entrepreneurship a hybrid of the two approaches so far seen – a pure capitalistic (read as business entrepreneurship) and a pure social (read as philanthropic) approach. Social entrepreneurship is neither too capitalistic, nor overly philanthropic. All that social entrepreneurship seeks to do is welfare of the masses, while ensuring that there is enough incentive in the form of profit to move on ahead. Note that welfare is the primary objective, the profit generated during the attempt might be incidental.

Dr. Yunus' Grameen Bank and his microfinance concept stand out from other efforts made in this area with the fact that his was one of the first systems that made people realize that one can do good for society while at the same time, generate wealth – the wealth in this case is however a means to the end (of welfare) and not the end itself.

Here in India, there have been several such efforts at social entrepreneurship – the NarayanaHrudayalaya Institute of Medical Sciences is one prime example. 10 INR insurance premium for a surgery is what the hospital offers under its version of micro-insurance. SEWA (Self Employed Women's Association) is yet another example. Started in 1972, this is basically a trade union of self-employed women, united to ensure security in terms of income, food and shelter for the members.

Besides the two examples above, we have had social entrepreneurs in the form of people such as Vinoba Bhave (Land Gift Movement), Dr. Abraham M. George (The George Foundation), Nand Kishore Chaudhary (Jaipur Rugs) and most famous of them all Dr. Verghese Kurien (Amul Dairy).

Worldwide, we have names such as Dr. Maria Montessori (Italy), associated with the Montessori education system. We have venture capitalists such as the Acumen fund who have contributed immensely to the movement of social entrepreneurship.

Efforts have been made to inculcate the concept of social entrepreneurship in future managers. Several institutions now offer social entrepreneurship as an option. In India, we have institutes such as the Entrepreneurship Development Institute of India (Ahmedabad), the Tata Institute of Social Sciences all having courses that address this. Closer home, Great Lakes Institute of Management itself offers the concept of “Karmayoga” which will certainly lay the seeds of social entrepreneurship in its students and faculty.

Scope of social entrepreneurship is especially important for developing nations such as India. Expected to be the next big thing in India, there lies great scope for companies and institutes to invest in the same.

Let us hope we find some of these entrepreneurs among our own Spartans.

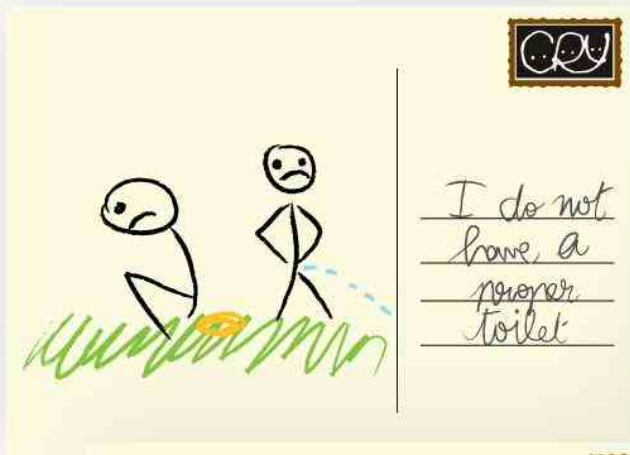
# A SOCIAL AWAKENING



Charanya Thangaraj



With inputs from  
Dhruv Anand



### The Awakening

Around a hundred and forty postcards were addressed to the Chief Justice of Delhi High Court on the 7th of July, 2010 by students from the economically weaker sections (EWS) of the society, bringing to light the appalling state of schools run by the government and Municipal Corporation of Delhi (MCD) in the capital. About 90 of these postcards came from Bharat Vihar, Dwarka. A bench of the Honorable High Court suggested converting these postcards into a Public Interest Litigation (PIL) citing this as a "serious matter". A response was sought from the Delhi government and the MCD in order to explain the poor implementation of the Right to Education Act, which says 'every child between the ages of 6 and 14 years has the right to free and compulsory education'.

Thus, it came to the notice of the press that 56 primary schools were run out of tents in overcrowded rooms with no basic facilities. Though the court had passed several orders since 1998 on the issue of schools being run in tents, very little improvement had been made by the authorities in this regard.

### The Volunteers

All this would not have even been thought of without Dwarka Public Action Group-Adhikaar, supported by CRY, where Dhruv Anand (currently student of Great Lakes Institute of Management) was lead volunteer. The group basically comprised enthusiastic Child Rights and You (CRY) volunteers from IIT, New Delhi and residents of Dwarka, New Delhi. The PIL effort taken by them was triggered off by a survey of the local households and visits to government schools. This brought to light several issues ranging from corporal punishment to unhygienic school bathrooms.

### The Follow Up

A new PIL demanding the construction of a school in the place of make-shift tents was filed in the High Court. Also, signals and speed breakers were requested for main roads where schools were located. Moreover, effort was taken to reduce dropout rate and also to help children join government schools. In this regard, many volunteers from the group assisted the parents of children from EWS in completing and submitting the admission forms.

### May the Awakening Spread

The volunteers had done the right thing in identifying the situation as untenable, taking the initiative and going for

intervention. Given the support the judiciary gave them, it goes to show that it is possible for ordinary people to be a catalyst for change. It is this urge to make meaningful differences in lives of people around us that differentiates the heroes from the rest! May the awakening spread far and wide... may today's youth be the change they have always wanted to see!



# THE BUSINESS OF ADVENTURE



V. Hrishikesh

On 30th of June, 2003, the Indian Air Force lost Squadron Leader Unni Nair, to what his boss and friends described as a crazy dream. Unni agreed. After all, wasn't the Air Force supposed to, by definition, breed the boldest? Unni made two calculations before he set out. He made sure that his service package would sufficiently cushion his ideas. He made sure that his dad had enough confidence in his dream as he had. Having seen the light (as he would put it) while on deputation in Chennai, he decided that it was time he went back to his roots - home and childhood.

If there was one thing that he had, it was a large circle of happy-to-help friends. He decided to teach kids the real joy of playing. And so he started off by filling kids' lives with wonder and laughter; horse rides on sunny afternoons, cloudy days boating in backwaters, conducting overnight two day camps brewing fun and toughness. Half of the kids he met didn't even know how to spin a top or climb trees!

One day, Unni got a call from a company called Cairn Energy (today known as Cairn India). They had read about his 'camps' in the newspaper and could he conduct a two day workshop for their executives? It was a golden opportunity, with one small glitch. He didn't know how much to charge. And so he started off his first corporate project by charging the first figure that came to his head. The flood-gates having now opened, offers started pouring in, from IT companies, schools and varied corporations.

He went completely solo for the first two years. Three of his friends pitched in and became non-executive co-directors. And while life seemed to have a pace of its own, the Air

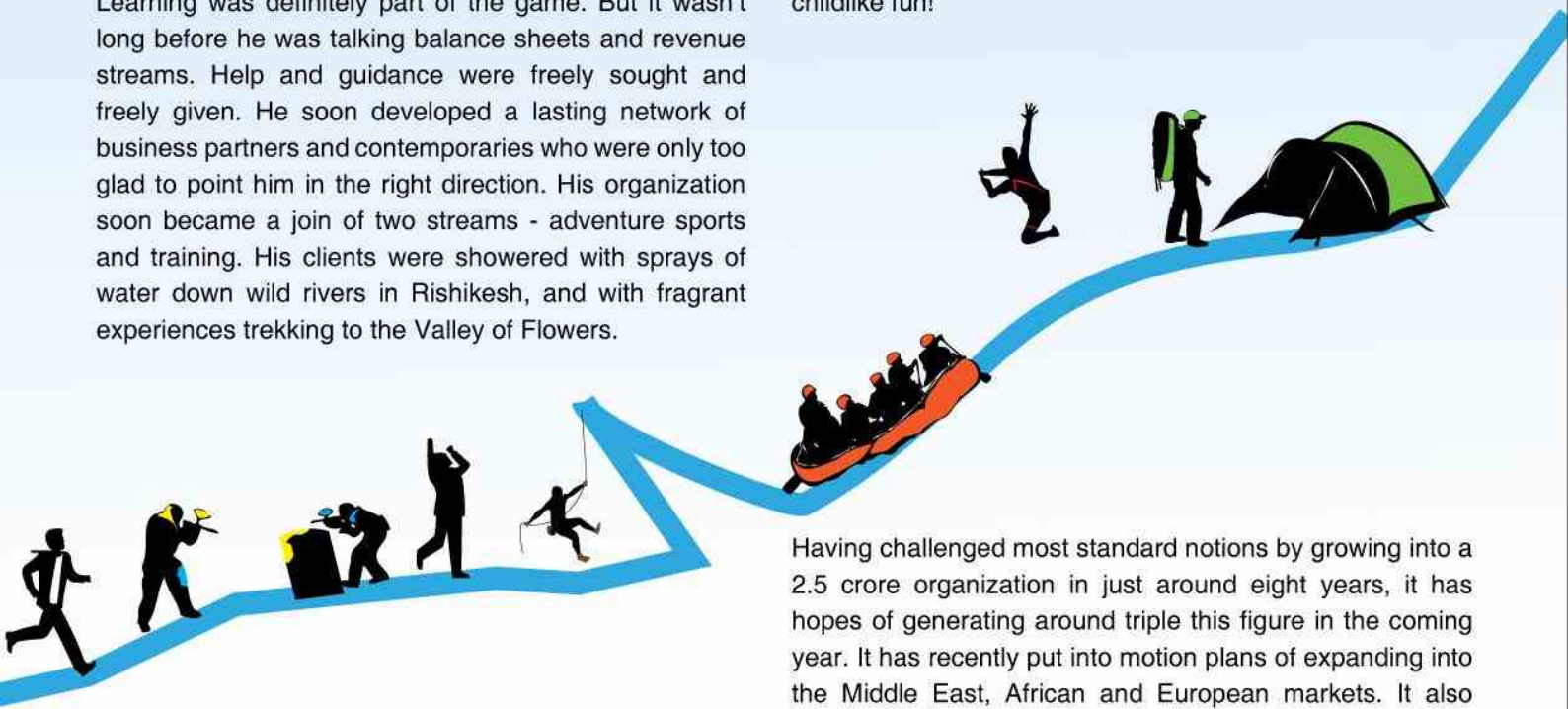


Force seemed to have a pace of its own as well. His service package arrived 18 months later, long after he had made enough to no longer have to worry about it.

Unni soon realized that his work was having a definite and positive impact on people's lives. Business was booming, and had begun to lose its milk teeth. He either needed more hands or time or people. He chose the third route. Hiring a Chartered Accountant was the beginning. In 2004, Sonali, a friend from college decided to enrich his team. And his team grew on to include a DJ and several other people as crazy about life as he was.

Learning was definitely part of the game. But it wasn't long before he was talking balance sheets and revenue streams. Help and guidance were freely sought and freely given. He soon developed a lasting network of business partners and contemporaries who were only too glad to point him in the right direction. His organization soon became a join of two streams - adventure sports and training. His clients were showered with sprays of water down wild rivers in Rishikesh, and with fragrant experiences trekking to the Valley of Flowers.

Then came Paintball. A game of strategy, it involved shooting each other in a specially designed arena with paint filled pellets. Special gear covering the body and face were provided by the company. Based on an idea taken from a Delhi-based company that conducted Paintball sessions in Delhi, Planet Adventure (as his organization came to be called) was the first to introduce Paintball into Chennai. The need to introduce this arose as a result of people associating the term adventure sports purely with jumping out of aircraft and climbing crazily shaped mountains. Paintball was brought in as a solution to dispel such an idea. And it was a hit. Some said it helped foster team spirit, strategic thinking and positive energy. To the others, it was just plain, childlike fun!



**Thomas Levitt would define Unni's business as helping adults become better kids. There soon came a point where Unni had diversified to such an extent that he was handling all of six companies ranging from fun events to training to adventure sports, life skills and summer camps. Now, one can't surely have an obese organization, fitness being one of its themes. So the organization was slimmed down to comprise two companies offering adventure sports and training, with each synergistically drawing on the other.**

Having challenged most standard notions by growing into a 2.5 crore organization in just around eight years, it has hopes of generating around triple this figure in the coming year. It has recently put into motion plans of expanding into the Middle East, African and European markets. It also plans to make its impact in the executive search business in the years to come. After all, for this organization, the entire planet is a waiting hotbed of adventure.



# THE HR WEARS PRADA



Prachi Garg

## LEARNINGS FROM THE MOVIE THE DEVIL WEARS PRADA

“The Devil Wears Prada” is a learning experience for the freshers who are getting themselves attuned to the intricacies of corporate culture. It is a story of Andy Sachs (the character played by Anne Hathaway), who has just entered into the industry, is robust on her core values, listens to her heart till end and is still able to survive the corporate culture. The story of Andy puts on a cap to think, that how despite being regularly called a “silly girl”, she is able to win the heart of “Miranda Coolly”, her boss, and being able to reach the top by never putting her core values at stake.

Learnings from “ The Devil Wears Prada” could be seen

from the HR perspectives as well, where the entire movie has aspects of Human Resource strategies starting from branding, recruiting , creating HR policies, mentorship, to management of employee clashes.

“Runway”, the magazine has been created as a brand during the movie as at every point it has been portrayed that if an employee is working for runway, s/he can do the same anywhere else in the world. The magazine is the voice of the fashion industry. Dialogues like “a million girls would kill for that job.” “Don’t be ridiculous, everyone wants this,” by higher management says it all. Learnings from HR perspective could be penned down as:

### **Facilitating Smooth Onboarding**

From the very first day, Andy was asked to be on the job, and it made Andy's life difficult. If Runway was such a sought - after organization, they should have allocated at least some time for new joiners to facilitate onboarding activities, to get acquainted with the organization's values, and disciplines.

### **Avoidance of Toxic Leadership**

**Leadership traits in the movie were quite negative, as being reflected by the entry of Miranda to the office, and how all her subordinates get back to their shell. Such environment creates negativity and does affect productivity. A good manager should be approachable, appreciative and newcomers should not feel rejected. He should be able to create a rapport with all the subordinates which was missing in Miranda's attitude. The commanding attitude she was reflecting is obsolete and in the current scenario, where organizations advocate a flat structure, it is not acceptable.**

### **High Team Spirit**

Constant team meetings, where everyone tries to portray themselves as the best and please their bosses are not a positive sign of team functioning. Expecting innovative products from such a team shall be misnomer.

### **Succession Planning**

Higher management should always have a succession plan handy, unlike what happened with the "Runway" organization, where till end she could not replace Miranda, due to the handpicked options available with her. Such situations normally let the person in question monopolize and can set negative examples in organization.

### **Importance of a Good Mentor**

Efficient mentorship does help an employee to move up the ladder in an organization, and Nigel, the art director, is the perfect example of the same. His regular sessions with Andy where he talked about the "Runway" as an organization made Andy so comfortable that she could perform fairly well despite all the intricacies. It was not only Andy, but also other people, whom he took under his wing and honed their skills to bring the best out of them.

His receptive nature made him very popular.

After discussing the HR learnings, let's now move on to the learnings from character Andy.

### **Don'ts at an Interview**

The way Andy entered the interview room, and replied that she wanted to be an investigative reporter shows her unpreparedness for the interview. As a job seeker, you should be well aware of the organization whose interview you are appearing for.

### **Work - Life Balance**

To maintain a perfect work - life balance is essentially important. It is clearly seen that despite the fact that Andy was doing quite well in her job, her love life was in trouble, which should be avoided.

### **Rapport with Supervisor**

To share a good rapport with your boss at work place is important as it is this factor that keeps you motivated in your work. The way Andy started changing herself for her boss to understand better (though within limits) is a commendable example. Boss - subordinate relationship is something you cannot put at stake if you plan to be the part of the organization.

### **Patience**

Patience is the key, which is well reflected by Andy. Despite several failures, work pressure, indifferent attitude of boss, she kept trying and could finally win the hearts, and come out with flying colors.

### **Loving Your Work**

It is very important for freshers to love their work and be positive about the organization, as it is this positive attitude that carves the path of successful career for them.

### **Commitment**

The level of commitment towards work, organization and your boss helps you gain confidence amongst your peers as well as with your boss and it does help as you plan to move ahead in your career.

To conclude, the movie clearly depicts that how we can keep our values intact and still reach greater heights in our career. Simple understanding of the organization, rapport with boss and an accommodating nature is the key to success for a fresher.

# MICROFINANCE AND INCLUSIVE GROWTH



C.N.M.Lavanya





*"The stark reality is that most poor people in the world still lack access to sustainable financial services, whether it is savings, credit or insurance. The great challenge before us is to address the constraints that exclude people from full participation in the financial sector.... Together, we can and must build inclusive financial sectors that help people improve their lives."*

---Former UN Secretary General Mr. Kofi Annan, 29 December 2003, announcing 2005 as the International Year of Microcredit

India has clocked an impressive GDP growth rate for the past few years, but India's rank in Human Development Index (HDI), 2011 as given by UNDP stands at 122 out of 172 countries. In the Global Hunger Index 2011 Report, released by the International Food Policy Research Institute, India is ranked 67th and is placed in the category of 'alarming' situations due to high levels of hunger.

It is against this backdrop that microfinance has gained currency in the recent past. It means the provision of basic financial products and services to the underprivileged segment of society which has no access to conventional financial institutions. It involves the provision of such services in the rural, semi-urban or urban areas, which enable the poor to raise their income levels and improve their living standards. The aim is to democratize access to capital. Some Micro Finance Institutions (MFI) also provide 'credit plus' complementary services such as skills, education and training, health and nutrition workshops, and advice on agricultural practices. The different facets of microfinance are microcredit (small loans), microsavings (low or waiver of minimum balance requirements), money transfer services (remittances) and microinsurance (low premium and low caps or low coverage limits).

One of the challenges for India is to ensure 'inclusive growth', i.e. growth that embraces all sections of the population and implies 'growth coupled with equal opportunities'. Rapid growth is a necessary condition, but not a sufficient condition for inclusive growth. Inclusiveness encompasses equity, equality of opportunity and protection in market and employment transitions, as per the 'Growth Report: Strategies for Sustained Growth and Inclusive Development' by the Commission on Growth and Development, 2008. The Government followed the strategy of growth-mediated development policies on the expectation that fruits of economic growth would percolate amongst all sections of people, as per the 'Trickle-Down Hypothesis'. However, there are sections of the population that are deprived, marginalized and excluded.

### Classification of Groups

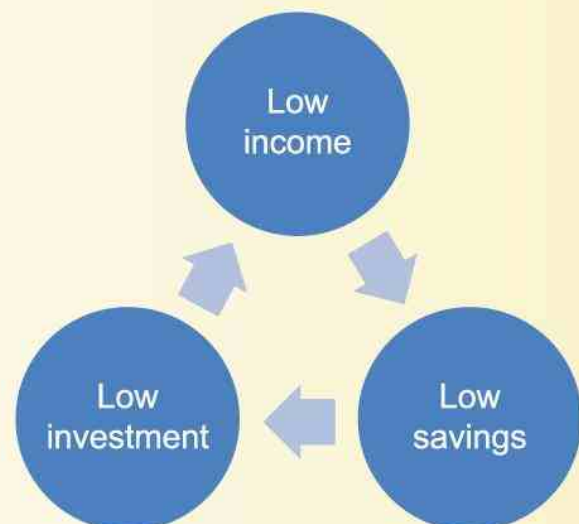
Groups can be of two types, viz.,

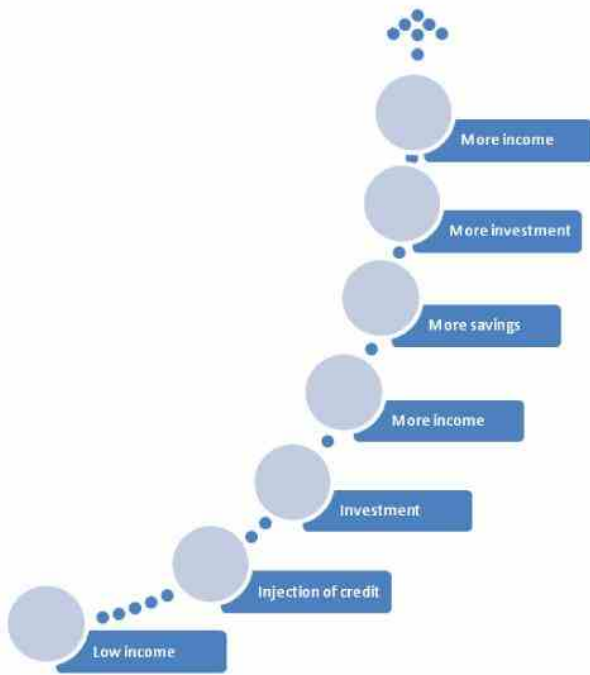
(i) Grameen Groups that were initiated by Dr. Muhammad Yunus in Bangladesh and replicated later in many

other countries. In this model, financial assistance is provided to the individual in a group by the formal institution on the strength of group's assurance. There are five-membered groups, some of which, in turn, form centers. Bank workers visit every group every week. Mutual accountability is ensured in the groups. There are collateral-free loans, which are repayable in weekly installments spread over a year. There are individual and quick income-generating activities that employ the skills that borrowers already possess.

(ii) Self Help Groups (SHGs): The size of the group is usually less than 20 members and the group, in this case, carries out financial intermediation on behalf of the formal institution. This is the predominant model followed in India. The misconceptions about poor people that they lack skill and creditworthiness have been belied by the experience of many SHGs.

The Grameen Bank experiment allowed many poor people to escape from a vicious cycle and gain entry into a virtuous chain, shown as under:

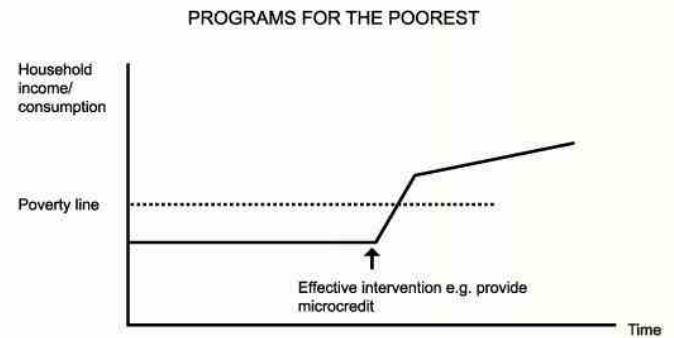




### Microfinance and Inclusive Growth

Dr. Linda Mayoux outlined three paradigms of microfinance. The Financial Self-Sustainability Paradigm or financial systems approach focuses on institutional self-sufficiency. For self-sustenance, the volume of financial transactions of MFIs must reach a critical mass. Mobilization of savings fulfills the requirement of financial sustainability to the lenders. Bank Rakyat Indonesia, BancoSol in Bolivia and the Association for Social Advancement in Bangladesh have been at the forefront of financial systems approach. 'Grameen II', which emphasized profitability of the Grameen Bank, was launched in 2001.

The second is the Poverty Alleviation Paradigm. The tenets of microfinance, a priori, enable adaptation by the poor. There have been successful experiences of repayment of loans and income-generating activities by the provision of responsive and timely financial services to the poor. Nearly 2 million Bangladeshi households involved in microfinance, including nearly 10 million farmers, came past the \$1.25 a day threshold between 1990 and 2008. It is said that "India is a country of many poor people, but is not a poor country". A study by Ujjivan concluded that microfinance in India has had a discernible income effect, though not always significant enough to affect poverty levels. Microfinance, helping poverty reduction as a 'one-step' increase in household income is given in the following diagram.



Source: Imran Matin and David Hulme, "Programs for the Poorest" in *Microfinance: A Reader*, Ed. by David Hulme and Thankom Arun.

The third is the Feminist Empowerment Paradigm. Almost 90% of the clients of MFIs are women. The Micro Credit Summit Campaign, 1997 had 'reaching and empowering women' as the second key goal after poverty reduction. Microfinance for women has, of late, been seen as a key strategy in meeting Millennium Goal 3 on gender equality (a part of the Millennium Development Goals, outlined by the United Nations). Furthermore, it can set off 'virtuous spirals' of economic, social and political empowerment. There have been instances of poor womenfolk becoming successful entrepreneurs, with greater negotiating power. In countries such as Sudan and Bangladesh, where women's role has been very limited, there have been instances of women empowerment, attributable to microfinance. Given the inextricable link among changes at the individual, household and community levels, individual women can act as role models, leading to a wider process of change in community perceptions and greater inclusive growth. Many NGOs in countries such as India (SEWA), Bangladesh (CODEC) and Cameroon (CDPCRE) have used microfinance as an entry point for wider social and political enlistment of women around gender issues.

In African countries such as Cameroon, there is emphasis on individual 'social capital' for administration of loans. Notwithstanding the collapse of an MFI named COFINEST in February 2011 and difficulties regarding governance and loan recovery, 460 MFIs collected deposits worth FCFA 258 billion and created 15000 direct jobs. In South Africa, its highly developed and established banks have been encouraged to get involved in microfinance initiatives. As such, new microfinance banks provide funding to many in the country. In Nigeria, MFIs play a vital role in the process of financial intermediation and also in the livelihood of low income-earners, who constitute over 70% of the Nigerian population.

### Microfinance in India

The Microfinance sector in India operates through the SHG-Bank Linkage Programme (initiated by NABARD in 1992) and MFIs on the other. The following table shows the size of microfinance sector in India.

Profile of Microfinance Sector in India

Particulars	Amount (in USD)
Loans	5.1 billion
Deposits	272.1 million
Other facts:	
Number of active borrowers	30.9 million
Number of depositors	5.6 million

Source: Microfinance Information Exchange (MIX), data for 2010

Type of organization	Examples
Wholesalers	NABARD, SIDBI and Rashtriya Mahila Kosh at the apex, Friends of Women's World Banking (Ahmedabad)
Some NGOs supporting SHG Federations	MYRADA (Bangalore), SEWA (Ahmedabad), PRADAN (New Delhi), ADITHI (Patna), SPARC (Mumbai) and ASSEFA (Chennai)
Some NGOs directly retailing credit to borrowers	SHARE (Hyderabad), ASA – GramaVidyal (Trichy) and RDO (Loyalam Bank Project, Manipur)

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<http://www.sa-dhan.net/Inner.aspx?Others/About.htm>  
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# INCLUSIVE MARKETING & SOCIOPRENEURSHIP BRANCHES OF TRANSFORMATIONAL LEADERSHIP



Chintan Gandhi

## Background

In social science, veterans say that it is better to teach someone how to fish than give him a fish. Business honchos say that any business must be process - driven rather man - driven. Do we see a similarity in these statements? In spite of these statements coming from two different classes, in fact totally tangential classes in terms of their respective objectives (social science is all about social equity and business is all about top lines and bottom lines), these statements convey one and the same thing.

Surprised??? Let me elaborate. The first statement conveys the importance of knowledge. Knowledge is an ongoing process which continues forever even after the teacher is gone. A student should ideally not be dependent on the teacher. The second statement conveys the importance of process in business where a human is a transient entity. So, one cannot make business dependent on a person, whereas a process is forever. If we consider these statements in the context of leadership, we can see apex leadership,

## 'Transformational Leadership'

One of the upcoming and growing branches of transformational leadership is 'Inclusive Marketing'. The core concept of inclusive marketing, according to Mr. Pradeep Kashyap, CEO, MART, is an approach that looks at the poor not only as consumers but also as producers / suppliers. This approach promises to add economic value to goods and services contributed by the poor. It can therefore impact poverty positively.

## Inclusive Marketing: the blurring line between consumer and supplier

Fundamentally, inclusive marketing is all about creating an economic ecosystem which caters to demand and absorbs supply generated by a particular class (here lower income class). This a beautiful idea with a win - win situation which not only benefits the poor class of the society, but also helps the entire society to grow

economically and socially i.e. less number of suicides, more savings, more literates and most importantly it provides a perpetual source of income to the poor class which is the most socio - economic parameter.

## Inclusive Marketing in India

According to a 2005 World Bank estimate, 41.6% of the total Indian population falls below the international poverty line of US\$ 1.25 a day (PPP, in nominal terms 21.6 a day in urban areas and 14.3 in rural areas). This is a huge market as far as human resources are concerned. In addition to this, with a GDP of 7 - 8 a year and infrastructure development like IT, Telecom, Roads, Railways, etc., there is a humongous scope for inclusive marketing.

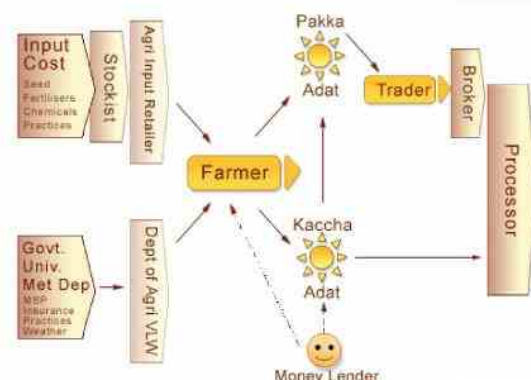
## Internet: The Inclusive Marketing Enabler

The Internet has grown in leaps and bounds in every industrial sector, class and age group of people and geographical location. As internet is a key enabler or driver for the rest of the business, same way internet can be used as a very strong tool for inclusive marketing.

## ITC e-Choupal: Core Concept:

e-Choupal is an initiative of ITC Limited, a large multi business conglomerate in India, to link directly with rural farmers via the Internet for procurement of agricultural and aquaculture products like soybeans, wheat, coffee, and prawns. By this way, it eliminates intermediates from the value chain and saves farmers from the unfair (lower than the market price) selling price.

## The Value Chain - Farm to Factory Gate



**Program:**

Village internet kiosks with the capability of getting real time data are managed by farmers - called sanchalaks. Sanchalaks enable the agricultural community access real time information in their local language on the weather and market prices and disseminate knowledge on scientific farm practices and risk management. This system also facilitates the sale of farm inputs (fertilizers, pesticides, etc.) and the purchase of farm produce from the farmers' doorsteps (ITC also does direct trading with farmers).

"Real-time information and customized knowledge provided by 'e-Choupal' enhance the ability of farmers to take decisions and align their farm output with market demand and secure quality and productivity. The aggregation of the demand for farm inputs from individual farmers gives them access to high quality inputs from established and reputed manufacturers at fair prices. As a direct marketing channel, virtually linked to the 'mandi' system for price discovery, 'e-Choupal' eliminates wasteful intermediation and multiple handling. Thereby it significantly reduces transaction costs."

**ITC Portal****Win-Win for Farmers and ITC:****Farmers**

- **Purchase of input material with information and price cooperation at door step**
- **Price transparency due to internet**
- **Right price**
- **As farmers get the right price for the quality of crop, this motivates them to grow more of quality crops**
- **End of dependency on brokers**
- **Intelligence on weather patterns**
- **Knowledge on new farming technique, best farming technique**
- **Sanchalak gains knowledge on computer and internet**
- **Sanchalak gets high social status**

**ITC**

- **High quality goods are priced cheaper as it does not have to go through a broker**
- **Social value in industry**
- **Growth in Brand Equity**

**Growth**

Launched in June 2000, 'e-Choupal', has already become the largest initiative among all Internet-based interventions in rural India. 'e-Choupal' services today reach out to over 4 million farmers growing a range of crops - soya bean, coffee, wheat, rice, pulses, shrimp - in over 40,000 villages through 6500 kiosks across ten states (Madhya Pradesh, Haryana, Uttarakhand, Karnataka, Andhra Pradesh, Uttar Pradesh, Rajasthan, Maharashtra, Kerala and Tamil Nadu). (Source: itcportal.com)

**Sociopreneurship:** Symbiosis of positive social impact and profit

It is a concept on the similar lines of inclusive marketing. Sociopreneurship answers the fundamental question "Can positive social impact and profit co-exist?" If the answer is "Yes" then you are in the Sociopreneurship.

**Grameen Bank**

The most popular and effective model example of Sociopreneurship is the 'Grameen Bank'. Grameen bank operates in the microfinance sector from the business point of view and in community development from the social work point of view. In a nutshell, it gives small loans to poor people without any collateral. Grameen bank is the most successful example in microfinance sector.

Muhammad Yunus, the bank's founder, who earned a doctorate in economics from Vanderbilt University in the United States, started this service in 1974 by lending USD \$42 to help 42 families. After taking many shapes and forms, this project started operating as an independent bank in October 2, 1983.

The Bank today continues to expand across the nation and still provides small loans to the rural poor. By 2006, Grameen Bank branches numbered over 2,100. Its success has inspired similar projects in more than 40 countries around the world and has made World Bank to take an initiative to finance Grameen-type schemes.

Apart from this CNBC-TV 18's Young Turks shows encourages young and aspiring entrepreneurs to plunge into Sociopreneurship.

Inclusive marketing is a great example of symbiosis. It is not just to create a business process to uplift poor class economically, but also to ignite the thought process in individuals to become self dependent.

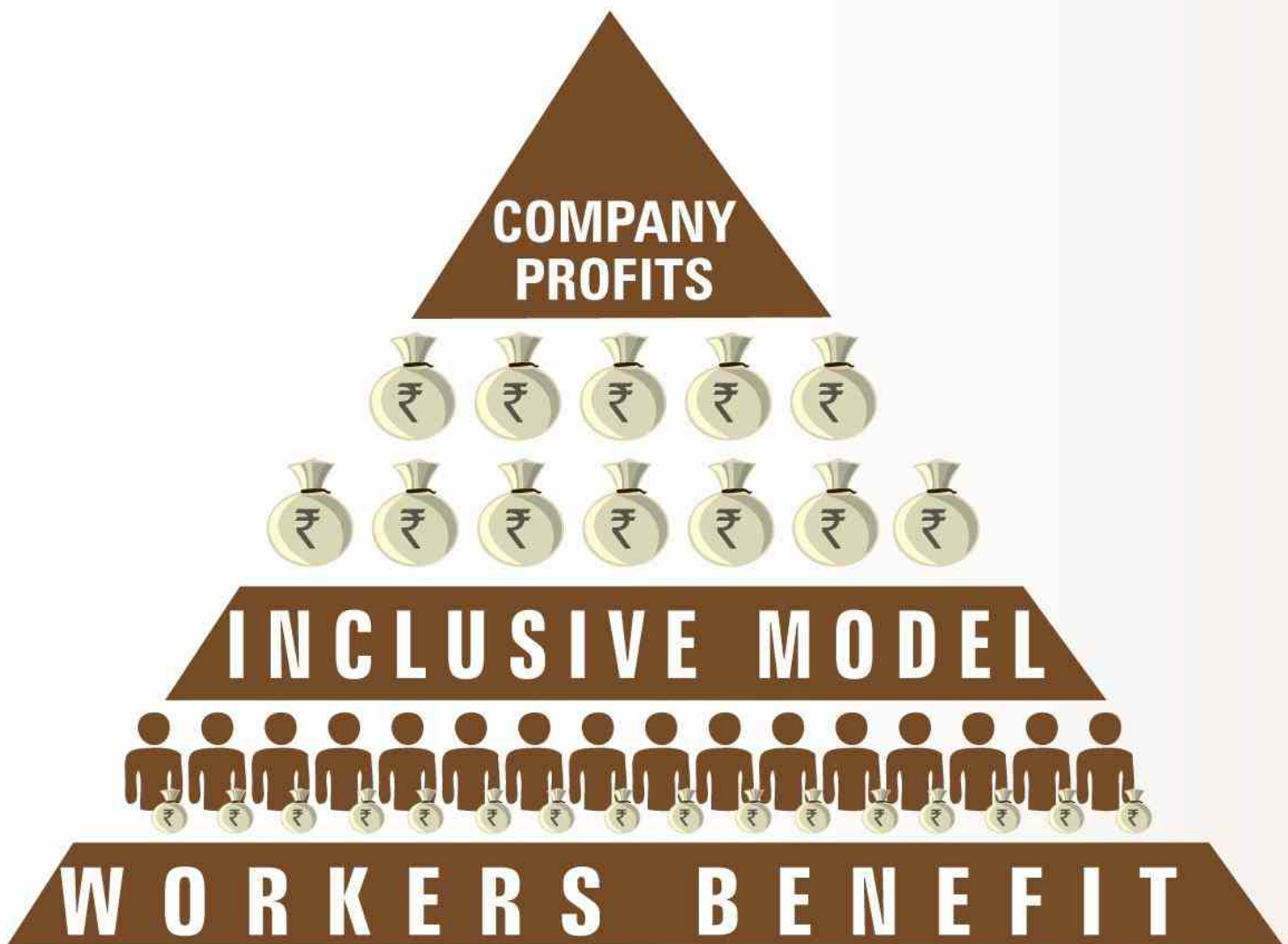
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# COOPERATIVE ORGANISATIONS AND THEIR INCLUSIVE ORIENTATION



Suresh Ponnuru



Inclusive Marketing oriented companies have their objectives set clear of providing goods and services to the 'Bottom Of Pyramid' segment in the population. In a country like India, the BOP population is around 600 million people with a per capita income of Rs. 100 per day. The Bottom of Pyramid presents a huge potential market for Indian companies to sell their produce and increase their presence and share in the market. The strategies for this market, though, will differ from the strategies applied in the urban market.

There are two ways to address the Bottom of Pyramid:

- a) Introduce goods and services at a cheap, affordable price for the BOP segment.
- b) Increase the income and purchasing power of the BOP segment.

Most manufacturers have tried targeting the BOP with inferior stripped down versions of their urban variants with less success. In 2006, CK Prahlad mentioned that companies need to re-engineer their products and services and marketing strategies to enter this segment and operate on small unit packages, low margins and high volumes.

An important step while addressing the market will be to find out ways of financial inclusion and a way to integrate the BOP segment into the mainstream economy. To achieve this, it is essential to increase the purchasing power of this segment to increase sales revenue and profit margins. In this way, we try to create a surplus in their pockets after their basic needs of roti, kapda and makan are taken care of, to drive demand for other goods and services.

**Cooperative organisations, especially working at the BOP level have a vital role in the upliftment of the society and its socio-economic consequences by means of financial inclusion. The cooperatives work on an inclusive model, which benefits to all the workers at large while creating profits for the company.**

These organisations work on the financial inclusion model by way of ESOP (Employee Stock Ownership Options) and other ways to promote worker equality in the company. Cooperative companies have a huge psycho-social impact on the workers in terms of satisfaction at workplace, attitudes and behaviour at

workplace and an economic impact increasing productivity, quality and profits for the company. The presence of cooperatives increases the income levels in the society and hence increases the purchasing power of the workers.

Amul, a successful dairy cooperative in Gujarat, helped the farmers to get a better price for their products in the market. The movement started way back in 1946, by Mr. Verghese Kurien and eliminated middlemen from the supply chain, thereby increasing margins for the farmers. Amul worked on an inclusion philosophy and has grown to a USD 2 billion dollar company recently.

Mondragon Corporation, started in 1956 is the world's largest Industrial cooperative and works on the worker equity principle, where every worker is a shareholder in the company. The turnover is in excess of Euro 14.7 billion. The organisation since inception, has created value for all its stakeholders and helped in the prosperity of the Basque region. Such inclusive philosophies, which helped them to overcome the global recession, are the need of the hour.

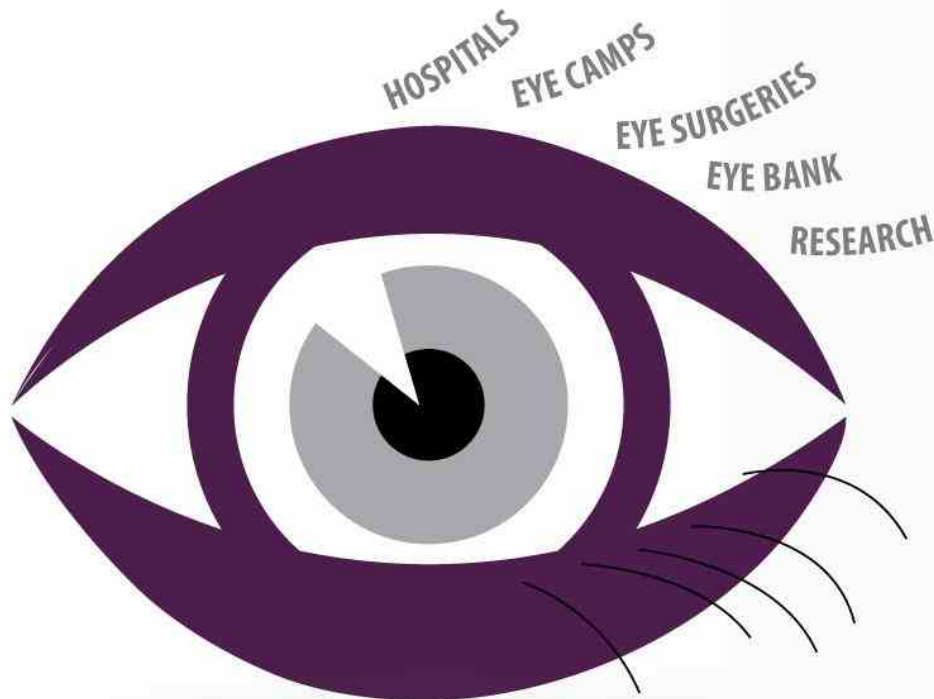
Cooperatives operate on an inclusive model, be it social or financial inclusion. Such movements help in integrating the different segments in an economy and help bridge the rural-urban divide. The most significant role of cooperatives is in creating a market for various products and services. This would help companies to redesign their strategies for the rural markets given the increased purchasing power of the people and be successful. Increased private consumption will drive the overall economy and improve the macroeconomic indicators of the society and the country at large.



# A VISION FOR THE EYES



Vijayshree S Menon



**“For I dipped in to the future, far as human eye could see, saw the vision of the world and all the wonder that would be” - Alfred lord Tennyson**

The vision of Dr.G.Venkataswamy in the year 1976, when he retired from Govt. Medical College Madurai as the head of Dept. of Ophthalmology is the quintessence of above mentioned Tennyson's Quote. His vision was to eradicate needless blindness. In India nearly an estimated ten million of the population, a majority being poor, are pushed into the dungeon of darkness due to lack of proper eye care. This led to the emergence of a world class institution, Aravind Eye Care System, which aimed at providing affordable quality eye care to the people. The vision of Dr.V, as he was famously called, was to eradicate blindness at least in his state Tamil Nadu.

It began as a humble Non Profit Trust, namely Govel Trust, post his retirement in 1976. From a modest

beginning as an 11 Bed hospital, it has grown into The Aravind Eye Care System. Aravind Eye Care System comprises a chain of hospitals all around India, manufactures synthetic lenses, sutures and eye pharmaceuticals, and runs a training and research institute, nternational eye bank, women and child care system, a post graduate institute of ophthalmology awarding M.S. degrees and a community and outreach program centre.

The Aravind Eye Hospital, which is headquartered in Madurai, started with the personal savings of Dr. V and partly government aid for cataract surgeries for the poor. Dr. V persuaded competent surgeons, which included his family members, to join his hospital, all of whom were trained in US. Today it has grown to accommodate 330



paying patients and 920 free patients. It has treated around over 2.6 million outpatients till March 2011 and has performed around 300,000 surgeries.

The hospital adopted the model of providing care for patients both paying and non-paying (poor). The charges for the paying clients were moderate as compared to other hospitals in the city. The model became viable by means of high productivity and volumes. They focussed on cataract surgeries initially, but gradually moved into retina, cornea, glaucoma, paediatric ophthalmology, and neuro-ophthalmology. Their equipment was of the best quality.

They did not perform any surgeries in their eye camps. AEH felt that it was neither a hygienic nor productive approach. Hence patients were checked in the eye camp and were brought to the main hospital for surgery. However, the cost of IOL was very high. In 1991, they established Aurolabs to manufacture IOLs (Intra Ocular Lenses) at affordable cost. A large number of organizations like CBM, Lions and Rotary and hospitals in India also brought IOL from Aurolabs. They also started exporting their lenses to eye hospitals across the world. Aurolabs also started manufacturing sutures for IOL surgery at cost which was one-fourth of the price of imported sutures.

In the eye camps, patients who had undergone refraction test were prescribed spectacles. It was realised that cost of procuring a pair of glasses which involved visit to the optical shop, doctor visit for re-check, were higher than cost of the pair of glasses themselves. As a result many people who were checked in the camps did not end up getting a pair of glasses, resulting in poor sightedness. This led to setting up mobile optical shop, which provided pair of glasses near the eye camp.

Aravind Eye Care System considered community service as vital to its mission. Apart from eye camps, they also conducted awareness programmes on diabetic retinopathy in communities, imparted skill training to incurably blind people, eye screening for school children. They also collaborated with Lions club to form Lions Aravind Institute of Community Ophthalmology (LAICO), a voluntary organization for community service. Rotary Aravind International Eye Bank established in 1998, is one of the four eye banks affiliated to International Federation of Eye Banks. Aravind Post Graduate Institute of Ophthalmology is a residency program set up to train ophthalmologists and conduct short term courses for practicing ophthalmologist.

Aravind Eye Care System has always been self-supporting financially. It was not dependent on the government grants even from the beginning. After 5 years from the beginning, the Aravind Eye Hospital in Madurai had accumulated surplus, for development of new hospitals in Theni, Tirunelveli, Coimbatore and Pondicherry. Each of these branch hospitals was also meeting all operational costs through patient revenues. They were capable of generating surplus to contribute to the development of the new hospitals. The hospitals did not rely on donations, though it accepted them. As a principle they were self-sufficient in terms of operational and capital expenditure. This principle they felt was essential for effective functioning of the organization without compromising on the basic values.

Aravind Eye Care System is the recipient of several international awards. It earned the Antonio Champalimaud Vision Award awarded by The Champalimaud Foundation for 2007. Also it earned the Global Health award from the Bill & Melinda Gates foundation in the year 2008. In 2010, it won the Conrad N. Hilton Humanitarian Prize, awarded by the Conrad.N.Hilton Foundation

**Today Aravind Eye Care system has grown into a social organization which is committed to the goal of elimination of needless blindness through comprehensive eye care services.**

**Before his death, Dr. V. said, "Being of service to God and humanity means going well beyond the sophistication of the best technology, to the humble demonstration of courtesy and compassion to each patient." Today every staff working in Aravind Eye Care System, led by Dr. V's younger sister, Dr. Natchiar, and her husband, Dr. Namperumalsamy, continue to live his philosophy.**

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# INCLUSIVE MARKETING THE NEXT BIG THING FOR INDIA



Pratik Kothari



With India growing at an average of 8 to 9 percent of GDP every year, we have convincingly established India rising story on a global stage. There is no doubt that the growth of IT industry has empowered youth and helped them to aspire for dreams which our fathers could not even think of. Even the liberalisation since 1991 has only helped India to attract huge investment in infrastructure, manufacturing and service sector.

But by examining closely one might ask that, is “India Rising” another oxymoron? With about 650 million people still below poverty line, it is true that the effect of GDP growth hasn’t reached to our fellow Indians who need it desperately.

So the question is how can we make sure that the people at the BoP can get the benefit of “GDP growth” just like we have received? And one answer might be “INCLUSIVE MARKETING”. While we know that it cannot directly improve the conditions but it can definitely provide the sustainable platform from which a more organised economy can evolve.

Mr. Pradeep Kashyap, CEO, MART has defined ‘Inclusive Marketing’ as, “an approach that looks at the poor not only as consumers but also as producers/suppliers, which offers promise to add economic value to goods and services contributed by the poor. It can therefore impact poverty positively.”

**From this it is clear that through inclusive marketing we can help disadvantaged people by offering them channels by which they can leverage their core competency which can increase their purchasing power and eventually can create a huge market. This can create win-win situation.**

Let me give you some established examples of inclusive marketing model like AMUL, Microfinance by Prof. Mohd. Yunus in Bangladesh, Shri Mahila Grihudyog Lijjat Papad, ITC e choupal. Through 6500 e-choupals of ITC, 4 million farmers of 40000 villages are e-empowered in 10 states. Before e-choupal farmers had to sell their produce in local mandi but now they have eliminated the role of middle man and can get fair price for their produce. While AMUL with handling capacity of 11.22 million litre of milk has empowered 2.79 million producers of about 13000 villages to leverage their core competency and thus gave them sustainable earning. Lijjat papad has given earning opportunity to around 40000 women to earn around 4000 Rs a month and has helped them to educate their children. I don’t even need to mention the impact of microfinance to the rural population of Bangladesh. Grameen brought credit to the poor, women, the illiterate, and the people who pleaded that they did not know how to invest money and earn an income.

While the government’s policies such as National rural employment guarantee scheme do provide them opportunity to work, but these are not sustainable. Inclusive marketing can be used in primary education, health sector and agriculture sector to integrate them with government and private players.

While pursuing MBA programme at Great Lakes Institute of Management, under karma yoga initiative our team went to a nearby village to explore the growth opportunities. We saw that there is one government primary school with only 2 teachers who apparently teach students from class 1st to 5th altogether. A student from this kind of schooling cannot simply survive if he or she aspires to continue schooling with other students who were fortunate to get minimum required teaching. These lack of competency is wide spread in every sector of rural India whether education or health or agriculture.

Private players such as from education sector, pharmaceutical sector, banking sector or agriculture sector can create a platform for sustainable development. Like for example with government tie up these companies can go to these villages and target group of people such as teachers, farmers or potential customers and provide them an opportunity to enhance their knowledge and make them more competitive. They can also help them to improve their inherent skills such as pottery, handicrafts etc and create self help group to form a sustainable business model. And in turn they can use this huge base to market and eventually sell their products once they become empowered. For example a bank can create a huge base through microfinance and help India to decrease the people who are unfortunately under banked or not banked.

Imagine the impact of this initiative with a village which has competent teachers, farmers who not only know but also exercises the power of information technology. Imagine the impact the health sector can make through inclusive marketing not only for the people but by also creating huge base which can buy their drugs. Imagine the impact IT firms can make by developing and offering various services which can empower farmer to get fair prices for their produce and in turn firms can earn revenues from these empowered farmers.

Yes, the result cannot be seen overnight but after all it will give people at BoP much needed empowerment. And as far as return on investment of private players is concerned, government can play an important role by giving these companies some benefits by rolling out something like SEZ kind of scheme.

In this context, inclusive marketing can provide much needed impetus from bottom to top and can create sustainable and inclusive growth potential.

## INTERNATIONAL RESEARCH CONFERENCES @ GREAT LAKES

<p>6th International Yale Conference 28th December 2011</p>	<p>The Yale Center organizes international conferences inviting papers from academia and industry. The paper topic can be from any area of business and management like finance, human resources, marketing, operations management, organizational behavior, strategy, and the like. Speakers include faculty from various business schools like Kellogg, Stanford, Yale and IIM, Ahmedabad</p>	<p><a href="http://greatlakes.edu.in/centers/yale-great-lakes.html">http://greatlakes.edu.in/centers/yale-great-lakes.html</a></p>
<p>5th International NASMEI Conference 29th&amp;30th December 2011</p>	<p>The KSCRM in collaboration with North American Society for Marketing Education in India has been conducting conferences at Great Lakes Institute for the past five years. The conference gives opportunity for academicians, industry experts and students to present their papers in all areas of marketing. The conference is attended by various experts from countries like US, Australia, Hong Kong, New Zealand and Singapore. It is considered to be one of the finest marketing conferences in India. The conference has also held special sessions for Ph.D. students, where they received valuable feedback from stalwarts of the field.</p>	<p><a href="http://greatlakes.edu.in/centers/research/great-lakes-nasmei-marketing-conference.html">http://greatlakes.edu.in/centers/research/great-lakes-nasmei-marketing-conference.html</a></p>
<p>5th International ISDSI Conference 4th – 6th January 2012</p>	<p>The Indian Subcontinent Region Decision Sciences Institute (ISDSI) and Great Lakes Institute of Management, Chennai are organizing the 5th annual conference of ISDSI at Chennai, India. Persons in business, government, and academia are invited to submit competitive papers, proposals for symposia, tutorials, and workshops on current topics in all areas of decision sciences.</p>	<p><a href="http://www.greatlakes.edu.in/centers/research/ISDSI2012">www.greatlakes.edu.in/centers/research/ISDSI2012</a>.</p>
<p>3rd International Entrepreneurship Conference 3rd February 2012</p>	<p>3rd International Entrepreneurship Conference kick off under the aegis of Orchid Pharma Center for Excellence in Technology, Innovation and Technopreneurship with a core focus on the Education sector. The conference shall feature some of the most celebrated names in the academia and industry gracing the occasion. The audience will be treated with some enthralling accounts from leading entrepreneurs, sharing their stories, innovations, frameworks, models and drivers of their success stories at companies like Educomp, Everonn, iDo, Onelamp-Onechild and TVS group.</p>	<p><a href="http://greatlakes.edu.in/events/events/Conferences/Entrepreneurship-Conference.html">http://greatlakes.edu.in/events/events/Conferences/Entrepreneurship-Conference.html</a></p>
<p>Business Analytical Conference 6th February 2012</p>	<p>KSCRM conducts an international conference on Business Analytics as an annual event where both academicians and industry practitioners come together to present their research papers in the area of analytics and business intelligence.</p>	<p><a href="http://kscrm.greatlakes.edu.in/business-analytics.html">http://kscrm.greatlakes.edu.in/business-analytics.html</a></p>

## GUEST LECTURES @ GREAT LAKES

Great Lakers had the opportunity to interact with the following eminent personalities from diverse fields over the past months:

- **B. Santhanam**, Managing Director  
Saint Gobain Glass, India
- **Professor Khalid Sheikh**, Professor  
Operations/Supply Chain Management/E-Business,  
School of Business Management, NMIMS University,  
Mumbai 400056
- **Sundralingam Ramachandran**
- **Sushma Rajagopalan**, Head of Global Strategy  
and Corporate Development  
L & T Infotech on “Industry Trends and leadership.”
- **Doraiswamy**
- **Dr. Satish Raghavendran**, Vice President  
Deloitte Research
- **Keshav**, Investment Banker  
Great Lakes and Kellogg Alumni
- **Manoj Kumar Jaiswal**, Sr.V.P, MDC  
Murugappa Group
- Session on  
**‘Leadership Development: Experience Sharing’**
- **Dr. Ravishankar Sharma**, Principal Investigator  
(SIGIDE) & Associate Professor,  
Nanyang Technological University



- **Gopalakrishnan**, ED, Tata Sons
- **Revinipati Sridhar**,  
Vice President & Head Sales, Essar Steel

- **V.S Badrinath** Class of 2009 ISB, Product Manager  
at eBay advised students who wanted to take up a  
career on product management.



- **Professor D. Sundararaman,**  
Howard University Washington,  
Topical Mathematics in the Green Campus
- **Dr.B.Mukhopadhyay,**  
on 'Derivatives pricing and Credit Risk Modelling'
- **S S Rajsekar & Mr.Jagdish Kirpalani,**  
on 'India's place in international business and how  
global trends are likely to affect India'
- **Krishna Murthy Vaidyanathan,**  
on 'Financial Modelling'
- **Dr. B.S.K.Naidu,** on 'Models & Paradigms of Higher  
Education in Management'
- **Hema Bajaj,**  
HR on 'Integration in Mergers & Acquisitions'
- **Prof TES Raghavan**  
of Department of Mathematics, Statistics and  
Computer Science, University of Illinois at Chicago, on  
'Real Estate deliberations: a game theoretic approach  
with a solution technique to locate acceptable prices'
- Cognizant Technology Solutions on  
'**Preparation for placements**'
- **Dr.KasturiRangan,**  
Social Enterprises Professor Harvard Business  
School
- **Madhavan, C.E.O.,**  
Cognizant Foundation on 'Information and  
communication technology in promoting rural  
Education'
- **Narendra Ambwani,** Director,  
Godrej Consumer Products Limited
- **Cognizant Best Manager Contest 2011**
- **Project Management (PMI, Chennai chapter)**  
on 'Certifications'
- **Chandrashekar,** Head, HR and  
**Balaji,** HR of Laser Words,  
followed by a talk by **Chandrashekar,**  
on 'Careers in Publishing Industry'
- **Dheeraj Dogra,** National Head,  
Retail and Real estates, PNB Paribas
- **H. Satish Rao,** Retired Director General  
at ADB (Asian Development Bank)
- **Dr Srikanth Datar**
- **Deloitte**
- **Prof. Natesan Ramesh,** Professor handling Corporate  
Strategy & International Business with Shailesh J Mehta  
School of Management, IIT Bombay, Powai, Mumbai
- **Vedantam Krishnan,** Retired Head Corporate HR,  
Robert Bosch (MICO) on 'Cross Cultural Adaptability'.
- **Mathew A Thomas** on 'Finance'
- **Sujith Kumar,** Location Head-HR,  
Infosys on 'Industry Expectations'
- **Jayaraman Krishnamurthy,** TCS on 'Winning with  
Analytics - An Overview on how organizations are  
increasingly using Analytics to drive fact-based  
decision making'

# QUIZ



Amit Pal Singh Bagga

1. HUL has been proactively engaged in rural development since 1976 with the initiation of the Integrated Rural Development Programme in the Etah district of Uttar Pradesh, in tandem with the company's dairy operations. This Programme now covers 500 villages in the district. Subsequently, the factories that HUL continued establishing in less-developed regions of the country have been engaged in similar programmes in adjacent villages. **Name the Programme.**
2. When Larry Hillblom was pursuing Law at The University of California, he started carrying packages by air between San Francisco and LA to earn some money. In 1969, with his two college friends – Adrian Dalsey and Robert Lynn – he started a logistics brand. **Name the brand.**
3. This company is one of the world's largest direct sales organizations. It has over 3 million Independent Business Owners (IBOs). These IBOs source products from the company and sell them in their own local businesses. Many of the IBOs are couples with children, which makes them happy to support a child - based charity. This world famous direct marketing company was founded by Rich DeVos and Jay Van Andel in 1959. **Name it.**
4. Had the brand name 'Moore Noyce' not been trademarked by a hotel chain by then, the year 1968 would have seen a start-up by two unhappy engineers being christened thus. One of the engineers typed a one page idea of what company wanted to do. That was enough to convince VC firm Art Rock to back their new venture. Rock brought together a pool of \$2.5 million in less than 2 days. **Name the tech start-up which saw such a rich beginning.**
5. This company is an Indian women's cooperative involved in the manufacturing of various fast - moving consumer goods. The organization's main objective is empowerment of women by providing them with employment opportunities. It was started in the year 1959 with a seed capital of Rs. 80, the company has an annual turnover of around Rs. 650 crore, with Rs. 29 crore in exports (As of 2010). It provides employment to around 42,000 people. It is headquartered in Mumbai and has 67 branches and 35 divisions all over India. **Name the company.**
6. Four years after graduating from Stanford in 1934, Bill & Dave, with an initial capital of \$538, invented an audio oscillator designed to test equipment. Walt Disney Studios were their first customer, purchasing eight of the devices to test a new sound system for the film Fantasia. In 1939, their partnership led to the founding of a brand, whose name was born on flipping a coin. **Name the brand.**
7. This is the best core banking solution for RRBs (Regional Rural banks) - a comprehensive, integrated, yet modular business solution that effectively addresses their flexibility and strategic requirements. This has enabled them to meet the challenges of managing change, competition, and compliance and customer demands effectively. **Name the organization and its product.**
8. Founded at Hyderabad in A.P as Venkateshwara Hatcheries Private Limited in 1971 by the Rao family, it mainly produced day-old layer and broiler chicks for the poultry markets of South India. **Name the successful company.**
9. The Fruit & Vegetable business initiative of Mother Dairy Fruit & Vegetable Pvt. Ltd has its origin in the Fruit & Vegetable Project established by National Dairy Development Board in 1986 for undertaking integrated marketing of horticultural produce under a brand name. **Name the brand.**
10. This is one of the leading educational companies in India, which is listed in both the NSE and the BSE. It has helped millions of students to turn their dreams into reality. Microsoft has chosen this company as the Microsoft Academy Service Partner (MASP) for India. **Name the company.**

## GREAT LAKES SPARTANS ACHIEVEMENTS

### Prachi Garg

Second Prize-'Movie to Marketing' Competition  
NMIMS-Article writing competition about the lessons learnt from Movies

### Akhila Prabhakar

First Prize-54th Smart Manager Case Contest-Tata Consultancy Services-A contest that awards path breaking management thinking and offers new insights into existing management theory/thought, in the form of articles and case-studies

### Gunjan Raja

'HR as a change agent in organizations' published in The People Tree – the newsletter of IIT Kharagpur

### Jaywant Subramaniam

First Prize-The Best Management Student of the Year 2011-Chanakya - The Mastermind 2011-Madras Management Association (MMA)-New Age Marketing - Strategies to Beat Emerging Marketing Challenges-Awarded a Cash Prize of Rs 1 Lakh and The Best Management Student of the Year Trophy

### Sushant Midha, Vikram Choudhary , Tushar Arora, Siddhant Gupta

First Prize -La Rascasse-IIT Chennai-Strategy Building, Marketing and Finance Management for a Sports Franchisee.

### Devashish Pandey, Sonali Samyal, Gunjan Raja, Devyani Sharma

First Prize-Arco Baleno-IIT Chennai-Strategic HR case study competition that was the part of 'Samanvay', the annual flagship event at IIT Madras.

### Revathi Balasubramaniam, Vijayshree Menon

Second Prize - Carbon Score Case Study Contest- Cognizant Technology Solutions - A business plan formulation competition



**Poonam S. Chhabria**

First Prize-53rd Smart Manager Case Contest-Tata Consultancy Services-  
A contest that awards path breaking management thinking and offers new insights into existing management theory/thought, in the form of articles and case-studies.

**Tushar Arora**

First Prize-Scorpio Marketing Challenge-Mahindra Scorpio-It was an all India coffee book design contest for Mahindra Scorpio representing the brand image of Scorpio.

**Suresh Ponnuru**

Second Prize-BARCODE 2011-SIMS -  
A gruelling 36 hour All India Management competition amongst 450 participants from top B schools in the country.

**Javedika Sawhney, Aditi Basu**

First Prize-Energy Debate,  
Renewable Energy Day  
celebrations-IIT Madras-Inter  
B-School Debate  
regarding Global warming and  
Renewable sources of energy

**Namrata Singh,  
Devashish Pandey,  
Vanshaj Dhall**

Third Prize - Carbon Score Case  
Study Contest-  
Cognizant Technology Solutions -  
A business plan formulation competition

**Avnish Kaushik**

First Runner up-Best Manager  
Contest-Cognizant Technologies Solutions-  
Event based on online simulation for  
Event Management with participation  
from various B-Schools.

**Vinod Kumar T A**

Article Selected and invited as  
Student delegate-HPAIR 2011-  
Harvard University-Discussion  
on social and economic issues  
prevailing in Asia



In the August issue of Gravity, the author of the article "Inclusive growth in the Life Insurance Industry" is erroneously mentioned as Pratik Kothari. The actual author is R S Sathya Saminadhan, Lecturer, Great Lakes Institute of Management. The Gravity Team sincerely regrets the error.



*Editorial Team: (L-R)- 'Ravisekhar', Vijayshree S Menon, Charanya Thangaraj, Prachi Garg*

Great Lakes "Gravity Team" thanks one and all, who have contributed and supported in releasing issue of Gravity on time

- We are broadly looking at papers covering a theme on "Technology and Innovation Embracing Various Aspects of Management" for our next Gravity Issue
- Please send in your feedback / articles in .doc (or) .docx format with a high resolution image to [gravity@greatlakes.edu.in](mailto:gravity@greatlakes.edu.in) on or before 29th February 2012
- Social Service committee presents 'SPANDAN', as part of Great Lakes Institute of Management event 'LATITUDE'

'Trying to learn leadership in a classroom is like trying to learn swimming in a classroom'. A good manager always has a distinct social vision. We at Great Lakes applaud your social conscience and present you an opportunity to give a solid direction to this vision.

**A platform to be a part of the 'CHANGE'.  
Do you have creative ideas and innovative solutions to lead this change?  
You can access details about the Latitude event from Great Lakes website  
[www.greatlakes.edu.in](http://www.greatlakes.edu.in) or  
contact  
Abhay Jha at  
+91 99620 33848**

**Answers to the Quiz on page 45**

1. Project Shakti, 2. DHL, 3. Amway, 4. Intel, 5. Lijjat, 6. Hewlett – Packard, 7. Infosys, 8. Venkys, 9. Safal, 10. Everom.



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